

Holden Fire Department



Standard Operating Procedures and Guidelines

Effective: August 1, 2019

Reviewed & Revised: 07/19

Mission Statement

The Holden Fire Department is a Public Safety Department dedicated to the protection of lives and property from the adverse effects of fire, medical and other hazardous conditions. This is accomplished through mitigation, prevention, public education and training. The department is committed to provide quality service to all who are in need

Table of Contents

100	- RULES AND REGULATIONS	7
1.1	- ORGANIZATIONAL STRUCTURE	7
1.2	- CODE OF CONDUCT	8
1.3	- ENTRY REQUIREMENTS	9
1.4	- RESIDENCY EXEMPTION FOR CAREER FIREFIGHTERS	10
1.5	- SHIFT SWAPS	11
1.6	- TRANSFERS	13
1.7	- ORDER-ON/HOLDOVER.....	14
1.8	- VACATION/PERSONAL LEAVE REQUESTS	15
1.9	- UNIFORM POLICY	16
1.9.1	- <i>Class A Uniform Specifications</i>	17
1.9.2	- <i>Class B Uniform Specifications</i>	18
1.9.3	- <i>Class C Uniform Specifications (May through September)</i>	19
1.9.4	- <i>Uniform Allowance</i>	19
1.9.5	- <i>Hygiene and Grooming</i>	21
1.10	- PROMOTION	23
1.10.1	- <i>Promotion to Call Firefighter</i>	23
1.10.2	- <i>Promotion to Full-time Firefighter</i>	24
1.10.3	- <i>Promotion to Officer</i>	25
1.11	- RESIGNATION/RETIREMENT	26
1.12	- DISCIPLINE	27
1.13	- ACCIDENTS WITH DEPARTMENT VEHICLES.....	28
1.14	- PUBLIC RELATIONS.....	29
1.15	- GIFTS	31
1.16	- OVERTIME.....	32
1.17	- TECHNOLOGY USE/ DIGITAL IMAGERY.....	33
1.18	- SOCIAL MEDIA.....	35
1.19	- OFF-DUTY EMPLOYMENT	37
200	- GENERAL ADMINISTRATION.....	39
2.1	- SHIFT OFFICER.....	39
2.2	- OFFICER IN CHARGE	40
2.3	- DAILY SCHEDULE AND ASSIGNMENTS	41
2.4	- RADIO ASSIGNMENTS	45
2.5	- PART-TIME CALL SHIFTS.....	47
2.6	- STATION PARKING	48
2.7	- STATION VEHICLE OPERATIONS / PLYMOVENT.....	49
2.8	- EQUIPMENT MAINTENANCE	51
2.9	- POSTED NOTICES	52
2.10	- INCIDENT REPORTS	53
2.11	- INJURY REPORTS	54
2.12	- ACCIDENT REPORTS	56
2.13	- SPECIAL TEAMS	57
2.14	- LOANED EQUIPMENT	58
300	- OPERATIONAL GUIDELINES.....	59

3.1	- PERSONAL PROTECTIVE EQUIPMENT	59
3.2	- SELF CONTAINED BREATHING APPARATUS	61
3.3	- THERMAL IMAGING CAMERAS	62
3.4	- FIRE GROUND SAFETY.....	65
3.4.1	- <i>Risk Management</i>	65
3.4.2	- <i>Exterior Operations</i>	65
3.4.3	- <i>Interior Operations</i>	66
3.5	- HOSE AND FIRE STREAMS	67
3.6	- WATER SUPPLY.....	70
3.7	- AUXILIARY FIRE SUPPRESSION SYSTEMS	72
3.8	- LADDERS.....	77
3.8.1	- <i>Ground Ladders</i>	77
3.9	- VENTILATION.....	80
3.10	- SEARCH/RESCUE	82
3.11	- LOSS CONTROL	84
3.12	- ACCOUNTABILITY.....	87
3.13	- REHABILITATION	90
3.14	- RAPID INTERVENTION TEAM	92
3.15	- DRIVER SAFETY	93
3.16	- DEPARTMENT DRIVER TRAINING FOR APPARATUS.....	97
3.17	- SAFETY AT ROADWAY EMERGENCY INCIDENTS.....	99
3.18	- CRITICAL INCIDENT STRESS DEBRIEFING	101
400	- INCIDENT OPERATIONS.....	102
4.1	- RUN ORDER.....	102
4.1.1	- <i>Fire Response</i>	102
4.1.2	- <i>EMS Response</i>	107
4.2	- INCIDENT COMMAND SYSTEM.....	108
4.3	- FIRE GROUND OPERATIONS	112
4.3.1	- <i>Standard Geographic Designations</i>	112
4.4	- ACTIVE SHOOTER/HOSTILE EVENT RESPONSE	113
500	- HAZARDOUS MATERIALS	123
5.1	- EMERGENCY RESPONSE	123
5.2	- CLANDESTINE DRUG LABS.....	126
5.3	- BOMB THREATS.....	128
5.4	- SUSPICIOUS DEVICES.....	133
5.5	- PROPANE EMERGENCIES	134
5.6	- CARBON MONOXIDE EMERGENCIES	136
600	- EMERGENCY MEDICAL SERVICES	139
6.1	- EMS COORDINATORS	139
6.1.1	- <i>EMS Coordinator</i>	139
6.1.2	- <i>Medical Director</i>	140
6.2	- STAFFING STANDARDS	141
6.3	- PATIENT CARE/TRANSPORT STANDARDS	144
6.4	- EQUIPMENT, SUPPLIES AND MEDICATION	153
6.5	- PRECEPTOR/ORIENTATION PROGRAM.....	159
6.6	- HIPPA.....	161
6.7	- INFECTION CONTROL.....	163
6.8	- MASS CASUALTY INCIDENTS.....	171
6.9	- ENCOUNTERING A PHYSICIAN OR NURSE IN THE FIELD	172
6.10	- EMS THIRD RIDER	173

700	- TRAINING.....	174
7.1	- RECRUIT TRAINING	174
7.2	- ON-DUTY TRAINING	175
7.3	- DEPARTMENT TRAINING	176
7.4	- LIVE BURN TRAINING.....	177
800	- COMMUNICATION	181
8.1	- RADIO PROCEDURES	181
8.2	- TELEPHONE PROCEDURES	188
8.3	- DISPATCHING SYSTEM.....	189
8.4	- TELEPHONE ALERT.....	190
8.5	- CELL PHONES.....	191
8.6	- INCIDENT REPORTING SYSTEM.....	192
8.7	- MUTUAL AID RESOURCES	193
8.8	- EMAIL	194
900	- INSPECTION AND INVESTIGATION.....	195
9.1	- INVESTIGATION OF FIRE ORIGIN.....	195
1000	- APPENDICES	199
10.1	- ABBREVIATIONS.....	199
10.2	- SEXUAL HARASSMENT POLICY.....	200
10.3	- TOWN OF HOLDEN HARASSMENT OF INDIVIDUALS IN PROTECTED CLASSES	204
10.4	- TOWN OF HOLDEN CONDUCT OF EMPLOYEES POLICY.....	209
10.6	- TOWN OF HOLDEN FRAUD POLICY	213
10.7	- TOWN OF HOLDEN DISCIPLINARY/DISCHARGE POLICY	217
10.8	- TOWN OF HOLDEN SEAT BELT POLICY	218
10.9	- TOWN OF HOLDEN ELECTRONIC AND INFORMATION TECHNOLOGY COMMUNICATIONS POLICY.....	219



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Introduction

The Holden Fire Department is committed to providing emergency services in the most efficient manner possible for our community. The fire service as a whole has developed into a highly technical field in which its members are called upon to provide a variety of tasks including fire prevention, fire suppression, rescue and emergency medical services. Organizational success is highly dependent upon its members working together in a uniform fashion to accomplish these feats. These standard operating procedures and guidelines have been developed to maintain that high standard of service our community has come to expect.

The following pages include a detailed outline of routine operations as well as measures for mitigating more complex emergency situations. Both standard operating procedures and standard operating guidelines are included in this document. To clarify, procedures are typically regarded as relatively inflexible steps or instructions whereas guidelines allow for more discretion in completing a task. Given that not all emergency operations are alike, the procedures section of this manual will contain the definitive rules and regulations, organizational structure and policies that govern the department. The guidelines contained within will provide a generalized structure to assist members operating at emergency scenes to complete the tasks presented to them at these incidents. All of the procedures and guidelines have been developed in accordance with current departmental practices, regional and state policies, NFPA, OSHA and all other applicable laws and statutes.

Due to the uncertain and dangerous nature of the work with which we are employed, members must use appropriate discretion and good judgment at all times.

Every member is responsible for reading and familiarizing themselves with the current procedures and guidelines. An electronic copy of the document will be available on-line. Paper copies will be available at each station and with the officers. Members are encouraged to review these policies on a regular basis and to make recommendations that will improve the operation of the department. Those recommendations can be made on the SOP Review Form, found in Appendix 2, and submitted to the Chief.

Revocation

From the date of adoption of the procedures and guidelines contained herein, previous versions of said procedures or guidelines will be considered revoked. Any procedures or guidelines in place but not included in this document will still be in force until such time as they are added to and updated by this document.

Should any provision in this manual be found to be unenforceable and invalid, in conflict with federal, state, or local laws or existing employment-labor contracts, such findings do not invalidate the entire manual, but only the specific provision. Should such conflicts exist, the law or other legal contract provisions shall prevail.



HOLDEN FIRE DEPARTMENT

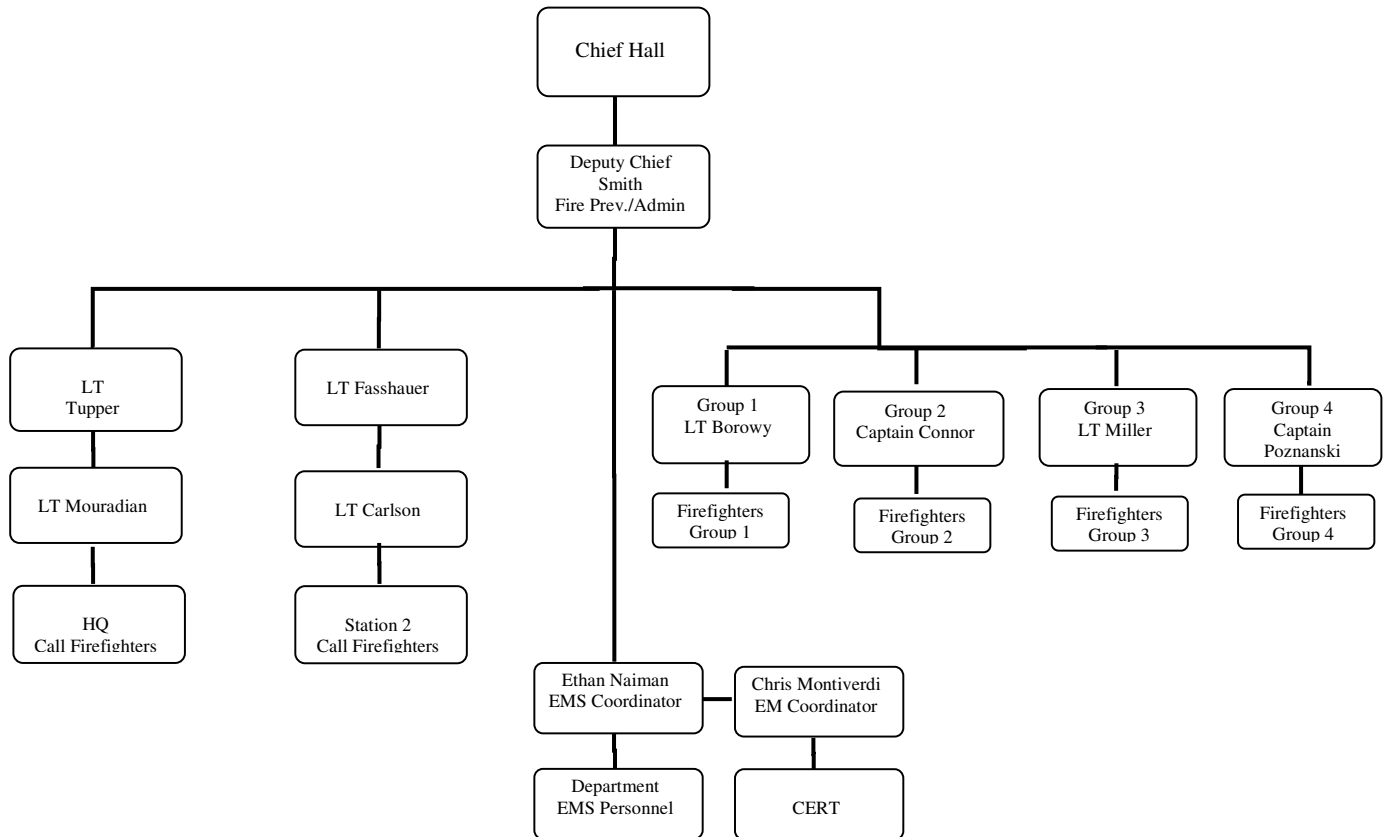
STANDARD OPERATING PROCEDURES AND GUIDELINES

Standard Operating Procedures and Guidelines

100 – Rules and Regulations

This section shall provide the framework for the department's organization and operation. It contains within detailed job descriptions as well as hierarchy of command. Additionally, this section contains the procedures for time off requests, public relations, promotions, discipline and the uniform code. All are subject to change and operate conditionally with union contracts.

1.1 – Organizational Structure



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Revision: 01/19, 7/19

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

1.2 – Code of Conduct

Purpose:

To define the desired and expected conduct of all Department members.

Scope:

As a basic condition of membership, all members have an obligation to conduct their official duties in a manner that serves the public interest, upholds the public trust, and protects the department's resources.

General:

All members have the responsibility to:

- a. Maintain the highest standard of professionalism while on and off duty.
- b. Work competently and efficiently in the performance of their duties.
- c. Demonstrate integrity, honesty, and ethical behavior in the conduct of all department business.
- d. Maintain a drug and alcohol-free work environment.
- e. Refrain from any conduct which creates an environment of sexual harassment, hostile work conditions, or amounts to age, race, ethnic, political or religious discrimination.
- f. Report for duty at the appointed time and place fully equipped, fit, and able to perform assignments.
- g. Conduct all dealings with the public, town employees, and other organizations in a manner that presents a courteous, professional, and service-oriented image of the department.
- h. Refrain from fighting, stealing, sexual activity or any other unlawful acts whilst on-duty.
- i. Supervisors will manage in an effective, considerate manner and subordinates will follow instructions in a positive, cooperative manner.

Developed: 03/13

Revision: N/A

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

1.3 – Entry Requirements

Purpose:

To outline the necessary requirements to make application to the Department.

General:

In order to apply to the Department, applicants must:

- a. Have obtained a high school diploma or GED.
- b. Be eighteen (18) years of age or older.
- c. Possess a minimum of a valid Class D or higher driver's license.
- d. Have maintained a driving record substantially free from major offenses and accidents.
- e. Be free from any convictions; agree to a full department background check.
- f. Be able to successfully complete the entry interview (s), Physical Abilities Test (PAT) and physical examination.

EMT-Basics, EMT-Intermediates, and Paramedics must possess a certification through specialized course work in pre-hospital emergency medicine, and maintain such certification throughout employment. Training should be from a recognized agency that uses the Department of Transportation EMS curricula as a minimum scope of education.

Residency:

- a. Candidates applying to become call firefighters must either reside within the Town of Holden, or live within a contiguous neighborhood of the town line at the time of application.
- b. Candidates applying to become Career Firefighters must adhere to the provisions set forth in the Collective Bargaining agreement between the Holden Professional Firefighters and the Town, Article 3 – Residency upon employment.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

1.4 – Residency Exemption for Career Firefighters

Purpose:

To outline the method for creating, maintaining and requesting to be placed on the residency exemption list (up to 6 FF's)

General:

- a. Per the bargaining agreement, the department will create and maintain a residency exemption list of up to 25 % (6 FF) that are not bound by the 10 air mile residency limitation.
- b. Firefighters may request to be placed on the list in writing to the Chief of Department.
- c. If there is a vacancy on said list, the following procedure must be followed:
 1. The firefighter must demonstrate a valid address outside of the 10 air mile limitation.
 2. In the event that the firefighter is planning to relocate outside of the 10 air mile limitation, then documentation must be submitted that their new residence has a valid purchase and sale agreement and the area to which they will be relocating. This will secure a spot for up to 60 days at which time if a move does not occur, it will be re-evaluated.
 3. No firefighter may be placed on the residency exemption list if their primary address is within the 10 mile limitation.
- d. There is no bumping on the list based upon seniority

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

1.5 – Shift Swaps

Purpose:

To organize and track the method used when one member voluntarily works for another by their mutual agreement.

Scope:

The following is applicable to all members, both career and call. However, career and call members may not swap with each other (i.e. call shift swapped with career shift).

General:

- a. The department does not assume any responsibility for compensating a member who voluntarily agrees to work for another. Nor shall the extra hours worked by a member during a shift swap be used to determine payments for overtime, compensation time, or any other benefit.
- b. Shift swaps shall be on a time-for-time basis only.
- c. Shift swaps may be denied by the Chief or his designee based upon operational needs of the department.
- d. A member may swap shifts with any other member regardless of rank or EMT certification level, however dependent upon shift staffing and necessity to maintain paramedic coverage a shift swap will be denied if the swap would compromise paramedic coverage (i.e. if only one paramedic was scheduled to work, a shift swap would need to be made with another paramedic to maintain appropriate coverage).
- e. When members agree to a shift swap, the swap must be submitted appropriately in the EPro scheduling program. Before the members are relieved of their regular tour of duty, the officer responsible for scheduling (or Chief in their absence) also must approve the shift swap. Failure to obtain prior approval shall result in the members being considered absent without leave (AWOL). All swaps must be repaid within 30 days.
- f. Once a shift swap has been approved, the member who agrees to work another's shift is responsible for working the agreed upon tour of duty. Any member who agrees to work another member's shift and who fails to report for duty at the appropriate time shall be subject to disciplinary action. Legitimate absences shall be charged to the appropriate category of leave.
- g. Once an Employee Swap submitted in the EPro scheduling program has been approved the member originally scheduled to work is completely relieved of duty and shall receive full compensation as though they actually worked their tour of duty.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- h. In an emergency situation, a supervisor may give verbal permission for a shift swap. In such a situation, the member requesting the shift swap shall be fully liable for his/her scheduled tour of duty in the event the member agreeing to work fails to report duty.
- i. Swapping shifts shall not put either member on a continuous shift longer than 36 hours.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

1.6 – Transfers

Purpose:

To outline the method for the transfer of member(s) from group to group as needed for operations.

General:

- a. Every department member is subject to transfer as a result of departmental reorganization or to meet operational needs.
- b. A member given a mandatory transfer shall be given as much prior notice as is practical to allow the member to make necessary personal arrangements.
- c. A member may request a transfer to another group provided they meet the position's minimum qualifications. To transfer, the member must submit a written request to the Chief or sign a department authorized posting announcing a transfer opportunity.
- d. Requests for transfers may be accommodated whenever possible, but the Chief has final authority to grant or deny a voluntary transfer request, based on the overall impact the transfer would have on the organization.

Developed: 07/13

Revision: N/A

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

1.7 – Order-On/Holdover

Purpose:

To maintain adequate, minimum staffing levels for the protection of our members and to the residents of the community.

General:

- a. One holdover/ order-on list will be maintained and utilized depending on the level of certification needed at the time of the shift vacancy. The list will be developed and maintained according to time of career service seniority. Such list will be posted to staff at all times.
- b. In the event that the shift will drop below three (3) career members (with a least two at the paramedic level) the OIC or their designee will attempt to fill the open shift by paging out to obtain a career member at the certification level needed. If a career member does not voluntarily accept the overtime, the OIC or their designee will offer the shift to any available on-call member that is certified to the EMT level needed to fill the shift.
- c. If the shift cannot be filled by overtime or by an on-call member, the OIC or their designee may hold over a member at the appropriate certification level needed based on the holdover/ order-on list. A shift holdover will be for no more than twelve (12) hours unless by mutual agreement between the OIC and the member. The member that is held for twelve (12) hours will be offered the second twelve (12) hour shift prior to an order-on while maintaining his/ her position of the overtime list.
- d. If the second twelve (12) hours cannot be filled by either overtime or on-call members, the OIC or their designee will order in a member with the appropriate certification of the on-coming group based the holdover/ order-on list. The member being ordered-on will be notified by 0900 to report to work for 1900. The OIC or their designee will continue to make attempts to fill the shift with overtime or on-call members.
- e. Any member who is held over or ordered-on shall maintain his/her position on the department overtime list, without regard for hours worked during holdover or order-on.
- f. Members who are scheduled off for earned leave, (vacation/ personal) will not be ordered on, but will maintain their position on the order-on/holdover list.
- g. Members on a scheduled overtime shift shall not be considered for hold-over or order-on.
- h. In the event that a member is held-over or ordered-in, that member will be moved to the bottom of the list for future holdovers/ order-ons.

Any member who does not abided by this policy shall be subject to discipline.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

1.8 – Vacation/Personal Leave Requests

Purpose:

To streamline time off requests and simplify the time off request process for all full-time personnel.

General:

- a. Full-time members are granted vacation and personal time on a fiscal year basis.
- b. Employees planning to request time off are responsible for ensuring that they have the time to take before submitting a request.
- c. All time off requests will be submitted on a Town of Holden leave form and through the EPro Schedule program.
- d. Groups are encouraged to work together on long term planning of group members' vacations so as to avoid conflicting dates.
- e. Vacation time must be submitted 14 days prior to the date requested and personal time must be submitted 7 days prior to the date requested.
- f. No more than one (1) career member from a group will be allowed on vacation at the same time without permission from the Chief or his designee.
- g. The collective bargaining agreement between the Town and the Holden Professional Firefighters is to be used when referring to vacation/personal time usage.

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Revision: N/A

Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

1.9 – Uniform Policy

Purpose:

To provide a standard for attire for all department members pursuant to their activities.

Scope:

Proper dress is important for safety, public image, work place morale, and general order. The Holden Fire Department desires to establish reasonable dress and grooming codes that take into consideration such factors as the nature of the job, exposure to the public, expectation of the public, professional image, and various safety and personal needs of the members.

General:

There are three classes of uniform worn by the Holden Fire Department.

- a. Class A: Dress Uniform with jacket & tie
- b. Class B: Duty Uniform (Administration, Fire Prevention, and shift work)
- c. Class C: Summer uniform for May through August

All department members will be uniform in appearance when wearing department issued uniforms. Uniform items will be ordered or issued through the department.

The following insignia shall be worn with the appropriate uniform. Insignia shall be Blackinton with the following model numbers:

Rank	Jacket Lapel	Shirt Collar	Dress Cap
Chief	A2860	A2905 – 5 bugles crossed	A2811
Deputy Chief	A4279	A2906 – 4 bugles crossed	A1962
Captain	A2866	A2909-2 – 2 bugles parallel	A175
Lieutenant	A2867	A2909	A2912
Firefighter	A6989	A2939	A2327



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

1.9.1 – Class A Uniform Specifications

Jacket: Hope brand navy blue jacket, rank dependent.

- a. Officers: Double breasted uniform jacket; model #300.
- b. Chief Officers: gold buttons and stripes
 - Chief: 5 stripes on each lower sleeve
 - Deputy Chief: 4 stripes on each lower sleeve
- c. Line Officers: silver buttons and stripes
 - Captain: 2 stripes on each lower sleeve
 - Lieutenant: 1 stripe on each lower sleeve
- d. Firefighters: Single breasted uniform jacket; model #200.
 - Firefighters: silver buttons

Shirt:

- a. Officers – Flying Cross All Weather Deluxe Tropical White
- b. Firefighters – Flying Cross All Weather Deluxe Tropical French Blue

Trousers: Flying Cross by Fechheimer 32278, hemmed, no cuff.

Tie: Black

Undershirt: White with no applied designs.

Badge: Approved department badge above the left breast pocket.

Patches: To the jacket and shirt the following may be applied:

- a. Holden Fire Department patch on the left shoulder 1” down from the seam.
- b. No patches on the right shoulder of the Class A jacket.

Belt: Black with a plain silver or gold buckle (color appropriate to rank).

Dress Cap: Firefighters bell cap, Sentry F303.

- a. Chief: White cap, gold metal cap-band and buttons, red and gold flame cluster on brim.
- b. Deputy Chief: White cap, gold metal cap-band and buttons, gold scramble on brim.
- c. Line Officers: White cap, silver metal cap-band and buttons.
- d. Firefighters: Blue cap with black cap band and buttons.

Footwear: Black shoes or boots, of polishable leather or patent leather. Black socks shall be worn if wearing shoes.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Rain/ Dress Over-Coat (Optional/ Not Department Issued): Anchor brand navy blue 46” double breasted coat.

- a. All Members: model #261 or #761.
- b. Chief Officers: Gold “FD Style” buttons
- c. Firefighters and Line Officers: Silver “FD Style” buttons
- d. Holden Fire Department patch on the left shoulder 1” down from the seam.
- e. No patches on the right shoulder of the Class A Rain/ Dress Over-Coat.

Note: Class A uniforms are purchased with approval of the Chief only. To be eligible for a department issued Class A uniform, a member must have a minimum of 1 year of service to the department, have completed the fire academy or equivalent and obtained Firefighter I/II certification.

1.9.2 – Class B Uniform Specifications

Shirt: White Flying Cross or equivalent fitted shirt with epaulets & breast pockets, badge.

- a. Chief Officers

Patches: To the shirt the following may be applied:

- a. Holden Fire Department patch on the left shoulder 1” down from the seam.
- b. EMT patch on the right shoulder 1” down from the seam.
 - Career members may wear either the state approved EMT patch with the appropriate certification level rocker, the National Registry EMT patch with appropriate certification level rocker or the approved EMT patch from the Professional Fire Fighter patch that designates certification level.
 - Call Firefighter/EMT’s will wear the state approved EMT patch with the appropriate certification level rocker or the National Registry EMT patch with appropriate certification level rocker.

Golf Shirt – 5.11 Tactical with Holden Maltese on left chest, name and rank on right.

- a. Chief Officers: white shirt
- b. Company Officers/Firefighters: navy blue shirts.

Trousers: Navy blue plain front or six pocket EMS pants may be worn.

Undershirt: White or dark blue (uniform shirt specific).



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Job-shirts: Game or 5.11 brand navy blue job-shirt with embroidered Holden Maltese cross on the left chest, name and rank on the right. Crew neck sweatshirts may also be substituted for job-shirts with the same embroidered logos and rank.

Belt: Black with a plain silver or gold buckle (color appropriate to rank).

Footwear: Black shoes or boots, of polishable leather or patent leather. Black socks shall be worn if wearing shoes. Sneakers may be worn on duty but must be black and logos must be subdued. Sneakers with contrasting color logos or stripes will not be allowed for duty use.

Jackets: Career members per the bargaining agreement will be issued a 3 season 5.11 hi-visibility jacket. Other department members will be issued jackets as determined by the Fire Chief.

Baseball Hats: Navy blue hats embroidered with Holden Fire logo on the front. Career members may elect to wear baseball hats with the IAFF logo and Holden Fire embroidered on the front.

1.9.3 – Class C Uniform Specifications (May through September)

T-shirts: Dark blue t-shirt with silk-screened Holden Fire insignia as approved by the Chief or his designee on the left front and silk-screened Holden Fire on the back may be worn as an undershirt, either long sleeve or short sleeve. Career members may substitute t-shirts with the union logo with Holden Fire above and the local number below and Holden Fire or Holden Paramedic/EMT silkscreened on the back. Individual groups may present a “group” t-shirt design for approval of the Chief or his designee.

The department tee shirt may be exposed when on duty members are conducting maintenance around the station, under turnout gear, during exercise periods or during training. Otherwise the t-shirt shall be covered and not exposed. T-shirts may be worn as a uniform shirt when the ambient temperature is greater than 85 degrees and approval from the Chief or his/her designee is given.

Duty Shorts – Navy uniform shorts may be worn on duty from May 1 to September 30. Firefighters wearing shorts must wear black socks and low black shoes/sneakers.

If an on-duty firefighter is wearing shorts, he/she must wear bunker pants to any MVC or Fire responses.

1.9.4 – Uniform Allowance

Career Members

- All bargaining members of the Holden Fire department will be allowed a clothing allowance for such amount outlined in the Collective Bargaining Agreement to be spent from July 1 to June 30. All monies that are not used by members at the closing of the fiscal year will be forfeited back to the Town of Holden. If a member overspends their



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

allotted clothing allowance in a fiscal year, it will be the responsibility of the employee to pay the remaining balance to the vendor.

- All clothing and/ or equipment must be purchased from an approved vendor and/ or another vendor/ source with pre-approval from the Chief of the Department. Approved vendors are:
 - o Trippi's Uniform Inc.
 - o Community Police and Fire Equipment
 - o Thefirestore.com
 - o Galls.com
- Members may purchase approved items from an approved vendor which will be direct billed to the Town of Holden.
- Approved items may be purchased from a vendor that may not direct bill the town with pre-approval of the chief. Members shall purchase such items and be reimbursed by the Town within 30 days of submitting receipts.
- All clothing requiring custom embroidery shall be ordered through the Fire Department Administration. Items shall be of approved brand/ model. Only custom embroidery logos approved by the Chief of Department for duty use will be eligible for use of clothing allowance funds.
- The Fire Department Administration will track spending by firefighters on an Excel spreadsheet and keep the firefighters abreast as to where they are with their spending.
- All department purchased uniforms are the property of the Department and shall be returned if/when the member leaves the department

Approved uniform/ equipment items shall be comprised of:

- Navy blue pants/ Navy blue shorts (plain front or six pocket EMS pants)
- Long Sleeve/ Short Sleeve polo shirts with approved department layout/ logo.
- Job Shirt/ Ruben with approved department layout/ logo
- Black footwear
- Black duty belt
- Multi-season jacket with liner (Approved brand/ model)
- Navy blue Department T-Shirts (May purchase with approved union logo per SOP 1.9.3)
- Socks
- Winter apparel (Gloves/ winter cap)
- Ball cap (May purchase with approved union logo per SOP 1.9.2)
- Stethoscope
- Extrication Gloves
- Flashlight



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- Radio Strap/ holder (black strap and holder)
- Bail out harness/ equipment (etc. Rope, figure eight, carabineer)
- Personal tools (multi-tools, knives)
- Safety vests with approved department layout/ logo
- Safety glasses

All other clothing/ equipment must have pre-approval from the Chief of the Department prior to purchasing.

Uniforms worn by members on duty must be displayed in a professional manner, pressed and free of rips, tears, excessive fading.

Members on duty will be required to have a complete spare uniform in their possession.

Call Members

- a. Call members may purchase various shirts and hats from the department by contacting the administrative staff. Other uniform items can be purchased from a department approved vendor as long as they meet the department Uniform Specifications and members have prior approval from the Chief.
- b. Call members attending the recruit training program will be issued the appropriate uniform required for attendance at the Massachusetts Firefighting Academy. This uniform will consist of:
 - ii. 1 - pair of pants as specified in section 1.8.2
 - iii. 1 - Class B Golf Shirt as specified in section 1.8.2
 - iv. 1 - Crew neck sweatshirt as specified in section 1.8.2
- c. Call members who are active within the department and are filling shifts will be allowed additional uniform allowance as needed per the Fire Chief's discretion.
- d. All department purchased uniforms are the property of the Department and shall be returned if/when the member leaves the department.

1.9.5 – Hygiene and Grooming

In order to alleviate any confusion as to hair length, facial hair, or safety requirements, the following is required for all members of the Holden Fire Department:

- a. All members are expected to practice good hygiene. This includes, but is not limited to, bathing regularly and using body and breath deodorants as needed.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- b. Members out of uniform, improperly dressed, not properly groomed, or with evidence of poor hygiene will be required to correct their problem before continuing work.
- c. Hair length or style, (including facial hair), which will inhibit safe utilization of self-contained breathing apparatus will be prohibited. Mustaches which are neatly trimmed and which will not interfere in the use of this equipment will be permitted. A member may wear a “goatee” beard providing the beard does not go under the chin, and the beard does not carry along the side of the face where it will not allow a proper seal of a face piece. The goatee must be neatly trimmed and not excessive in length.
- d. Hair shall be neatly groomed at all times and shall not interfere in the use of any equipment or protective clothing.
- e. Extreme or fad style haircuts or hairstyles are not authorized. If dyes, tints, or bleaches are used, colors must be natural to human hair and not present an extreme appearance. Lines or designs will not be cut into the hair or scalp.
- f. In the interest of safety, no member shall wear earrings or loose dangling jewelry of any type, while on duty (including training) or while engaged in firefighting or rescue operations.

Developed: 06/10

Revision: 05/19, 7/19

Reviewed: 05/19, 7/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

1.10 – Promotion

Purpose:

To maintain standards in the hiring and promotion of firefighters and officers.

1.10.1 – Promotion to Call Firefighter

General:

The Holden Fire Department will work to actively maintain a membership level of On-Call Firefighters. The goal is to maintain a staff of 25 On-Call personnel. The first step in that process is Auxiliary Firefighter. If applicants are available, the goal of the process is to add new Call Firefighters every year, typically in July.

Process Description:

- a. Interested applicants obtain and submit a Town of Holden Application for Employment through the Town Managers Office. The applications are forwarded to the Fire Department for review by the Fire Chief or his designee.
- b. If needed, based on the level of applications received, consideration will be given to advertising for On Call Firefighter positions in local news publications or on local access television.
- c. Qualified applicants are interviewed by the Deputy Chief, the Chief of Department, and Department Officers. A comprehensive background check will be completed on all candidates under consideration. Due to the on-call nature of the position, Applicants must live in Holden or in a bordering town in a contiguous neighborhood with a direct route to either station. Applicants with prior Firefighting and/or EMS experience are preferred.
- d. Successful applicants will be offered a position of Auxiliary Firefighter. See the Holden Fire Department Guidelines for the position description. The position of Auxiliary Firefighter is an unpaid / volunteer position. The preferred number of new Auxiliary Firefighters every year is 3 to 6.

Process Steps:

- a. Auxiliary Firefighters must attend in-house orientation to be advised of the Rules and Regulations of the Holden Fire Department.
- b. Auxiliary Firefighters will be issued turnout gear and pagers as available. Gear will be stored in an assigned gear locker at one of the two stations.
- c. Auxiliary Firefighters must attend in-house training for the below subjects;



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

1. Personal Protective equipment care with proper donning and doffing.
 2. Awareness of Holden Fire equipment and use.
 3. Hydrant Operations
 4. Fire Behavior
 5. SCBA operation, including donning, doffing, use, and air bottle refill.
 6. Completion of a basic SCBA confidence course
 7. CPR certification (must complete and maintain)
 8. First Responder Certification (must complete and maintain)
- d. Auxiliary Firefighters are encouraged to attend any regularly scheduled Department Training in addition to the scheduled Auxiliary Firefighter training.
 - e. Auxiliary Firefighters are expected to respond to emergency calls when available, following the response guidelines per the Department Rules and Regulations.
 - f. Auxiliary Firefighters will not be issued red light permits.

Upon completion of the above steps, Auxiliary Firefighters will be asked to attend a Massachusetts Fire Academy Call Firefighter Recruit Training Program or an equivalent Recruit Training Program approved by the Chief of Department. This program is typically offered every six months.

Prior to attending an approved Recruit Class, Auxiliary Firefighters must successfully pass a Medical Exam and the state administered Physical Ability Test (PAT).

Auxiliary Firefighters who have an acceptable response average, who complete the in-house required training, Medical Exam, PAT, and receive acceptance in to an approved Recruit Training Program, will be promoted to a Paid-on Call Recruit Firefighter position.

Auxiliary Firefighters who complete the required in-house training, pass the Medical Exam, pass the PAT, and have an acceptable call response average, but are unable to attend a Recruit Program when offered, due to personal conflicts, could, with approval of the Chief, be promoted to Paid-on-Call Probationary Firefighter with the understanding they will attend the next available Recruit training program

1.10.2 – Promotion to Full-time Firefighter

General:

When a vacancy exists or new positions are developed within the career department, the positions will be posted per town policies. The application process generally consists of a written application, panel interviews, EMS assessment, extensive background assessment, PAT and medical exam.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Candidates both in house and external will be hired based upon their performance in the hiring process and their current certifications. New hires will be titled “Probationary Firefighters” for the period of one (1) year.

All full-time firefighters are required to successfully complete the Massachusetts Firefighting Academy and will be considered probationary while at the fire academy. Upon completion of the Massachusetts Fire Academy and one (1) year of probation, the Probationary Firefighter will be promoted to “Full-time Firefighter”.

The hiring process and its steps may be altered if the Department is seeking lateral transfers from another career department.

1.10.3 – Promotion to Officer

General:

Promotion to an Officer position within the Holden Fire Department will be at the discretion of the Fire Chief. Required credentials to be considered for an Officer position within the department are a minimum of:

Lieutenant

FF I/II, Fire Officer I, Fire Instructor I, Fire Prevention Officer I (career only), Certified EMT or Paramedic

Captain

FF I/II, Fire Officer I/II, Fire Instructor I, Fire Prevention Officer I (career only) , Incident Safety Officer, Certified EMT or Paramedic

- Officer promotional processes could consist of a written examination, assessment center, panel interviews and review of credentials.
- Some Officer promotional positions may require added specialized skills/training or experience as dictated by the Fire Chief.
- All appointed Officers are required to successfully complete a one (1) year probationary period in grade.

Developed: 07/13

Revision: 03/14, 05/19

Reviewed: 03/19, 05/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

1.II – Resignation/Retirement

Purpose:

To provide a detailed method for the resignation or retirement from the department.

Scope:

In the event of separation from the department for reason of retirement, long-term disability, extended leaves of absence, termination, (voluntary/involuntary) etc., the following procedure has been established. The wish is to make a member's separation from the department as pleasant and expedient as possible.

General:

Resignation:

- a. A member is requested to provide at least two weeks' notice of intent to resign from the department, to allow ample time to process the notice. The Chief may waive the notice requirement and allow the resignation to become effective immediately on receipt of a member's intention to resign.
- b. Notice of resignation shall be in writing and delivered to the Chief.
- c. A resigning member should contact the appropriate town department for information related to benefit options.
- d. A resigning member shall turn in all uniforms, protective equipment, pagers, radios, keys/fobs, ID cards and other property issued by the department. A member may be assessed a replacement cost for any item that is not returned or is returned damaged.

Retirement:

- a. Separation by reason of retirement will be governed by the policies and procedures of the Worcester Regional Retirement Board.

Developed: 07/13

Revision: N/A

Reviewed: 05/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

1.12 – Discipline

Purpose:

To outline the steps of the disciplinary process exercised within the department.

Scope:

Disciplinary action is a tool to allow supervisors to deal effectively with members whose performance or conduct is unacceptable. Disciplinary actions may include but not be limited to, verbal warning, written reprimand, suspension, demotions or termination.

General:

- a. See 10.7 Town of Holden Disciplinary/Discharge Policy.

Developed: 07/13

Revision: N/A

Reviewed: 05/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

1.13 –Accidents with Department Vehicles

Purpose:

To provide a systematic review of every accident involving a department motorized vehicle be conducted.

Scope:

Vehicles operators shall immediately report all accidents to the Officer in Charge. Any vehicle accident involving personal injury, the Fire Chief shall be immediately notified. A written report detailing the events of the accident shall be immediately submitted to the Chief. Each collision shall be reported to the police authority having jurisdiction. Registry of Motor Vehicles Accident Reports shall be properly submitted for all collisions along with Town of Holden accident forms and a copy submitted to the Chief.

Developed: 07/13

Revision: 05/19

Reviewed: 05/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

1.14 – Public Relations

Purpose:

To outline the department's philosophy on interaction with the public, customers and the media. To establish and maintain a positive working relationship with the media.

Scope:

Relations with the public can leave a long lasting impression and should not be overlooked. Members should remain professional and courteous at all times. Interaction with the media should be limited to one representative and remain consistent at all times so as not to report any misinformation.

General:

- a. All personnel shall treat citizens who visit the station for any purpose in a courteous manner.
- b. Citizens requesting directions or information shall be provided with the requested information to the best of the member's ability.
- c. Citizens requesting to see the station or apparatus shall have a member assigned to them to answer any questions.
- d. Visitors are not permitted in the living area of Headquarters without permission of the OIC.
- e. All visitors of members to the department are required to leave by 2200 hours unless approved by the OIC.
- f. Members of other fire departments and citizens who have applied for membership in this department are welcome in the station as long as they abide by the department's station policies.
- g. Personal information (i.e. phone numbers, addresses) will remain confidential and will not be given out without permission of the member.
- h. Statements to the media, news releases, photos and media campaigns must be approved by the Chief or his designee prior to their release.
- i. The daily log and MFIRS Reports of the Holden Fire Department are documents of public record, and as such, are available to members of the news media and the general public. Information contained therein should be accurate and complete at all times. The Chief or his designee will handle distribution of any written press release involving calls for service.
- j. No "off the record" statements will be allowed and when applicable, only department photographs will be released by the Chief.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- k. During any major incidents the Chief may assign a Public Information Officer (PIO). All information concerning that incident will come from this designee.
- l. The PIO shall only divulge information regarding our operation, such as number of personnel, apparatus, number of alarms, equipment used, and number of injured and their conditions (serious, stable, etc). However, incidents involving fatalities should be stated as “under investigation” and the police should be contacted for additional information. Speculation as to the cause of an accident or fire will not be given until the investigation is complete and the cause has been determined.
- m. Release of patient care reports or information contained therein will be done by the Emergency Medical Services Coordinator and comply with HIPPA guidelines.

Developed: 07/13

Revision: N/A

Reviewed: 05/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

1.15 – Gifts

Purpose:

In order to insure compliance with the rules of the Ethics Commission relative to gift acceptance, the following guidelines have been developed.

General:

- a. Under no circumstances may any gift be accepted in exchange for any past or future official act.
- b. No gift may exceed a monetary value of \$50.00.
- c. Gifts, such as food, intended for the benefit of the whole department are permissible.
- d. No gifts of alcoholic beverages will be accepted.
- e. If there is any doubt as to the appropriateness of a gift, absent a ruling from this office, the gift should be politely refused.

Further information related to gift acceptance and the Massachusetts Conflict of Interest Law can be found on the Commonwealth of Massachusetts website www.mass.gov/ethics.

Developed: 07/13

Revision: 05/19

Reviewed: 05/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

1.16 – Overtime

Purpose:

To outline the department procedure for the filling of overtime to maintain adequate staffing levels.

Scope:

Staffing on a daily basis for the department is five (5) career members. The shift consists of one (1) officer and four (4) firefighters. The department also staffs a day position seven (7) days per week with a FF/EMT or FF/Paramedic. This policy addresses the method to maintain staffing of the shifts.

General:

- a. Firefighters will submit for time off by submitting slips through the proper chain of command and in accordance with the bargaining agreement.
- b. All shifts that incur overtime will be filled at the Chief's discretion.
- c. Shifts will be paged out to the fulltime members as needed and will be posted for 24 hours to allow for bidding. Short notice overtime will be paged out and filled based upon need.
- d. Occasionally, based on operational need of the department, certain qualifications such as Paramedic and Officer will take precedence in filling open shifts.
- e. Shifts will be awarded based on the hour system with the shift being awarded to the member with the least number of OT hours for the period. No overtime will be awarded regardless of where the firefighter is on the list that schedules an individual to be on duty for greater than 48 hours in a row. This includes any combination of schedule items: Regular duty, Overtime or Shift swap repayment.
- f. The hour totals will be reset to zero (0) on January 1.
- g. Open shifts with less than 12 hours' notice (such as sick shifts) will be awarded on a first come basis. Open shifts with greater than 12 hours' notice will be filled using the regular system.

Developed: 04/17

Revision: 12/17, 05/19

Reviewed: 12/17, 05/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

1.17 – Technology Use/ Digital Imagery

Purpose:

To protect the rights of the department and the confidentiality of its members and the public we are sworn to protect regarding issues of technology and electronic media.

General:

- a. Technology use in the emergency services provides several useful benefits including training and the acquisition of useful information for the betterment of the organization as well as all members. It also allows for the dissemination of information to the public for recruitment, safety education and public relations purposes. As such, the Holden Fire Department embraces the usage of instant technology to that end.
- b. While we understand the value of such technology, we also understand concerns and issues raised when information is released that violates privacy concerns or portrays this organization to the public in an illegal or negative manner (intentional or unintentional). Therefore, the use of stations, apparatus, personnel, uniforms, or any other equipment owned or operated by the Holden Fire Department is not allowed for “posing” without the express written permission of the Chief. No information, sounds, videos or pictures gathered while on Holden Fire Department business (this includes emergency calls, meetings, drills, details, training or anything obtained on department property or at departmental functions) may be shared or posted in any format without the approval and written consent of the Chief. The above mentioned information, sounds, videos or pictures gathered while on Holden Fire Department business is to be considered the property of the Holden Fire Department.
- c. It is discouraged that members of the department utilize their own personal cell phones for taking pictures or videos even with approval and in an official capacity as it may be subject to public records law and your device could be seized by law enforcement as evidence. It is highly recommended that these photos be taken by the Police Department or with a fire department issued camera.
- d. When photos are authorized to be taken the following must be considered;
 - The photos cannot interfere with or delay operations.
 - Ensure that state privacy laws and confidentiality concerns are considered.
 - No “secret” or “hidden” photos shall be taken.
 - Posing for pictures at an emergency scene will not be allowed by an individual or group during the operational period. Members may pose for photos at meetings, drills, trainings, etc.
- e. The use of “helmet cameras” is not allowed on any emergency scene. Helmet cams may be used in training evolutions with approval from the Chief. In addition the filming of an emergency or “code red” response in any department vehicle is prohibited.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- f. This regulation is not intended to limit member's right to free speech or expression; but as we are a public entity, it has been put in place to protect the rights of this organization, its members and the public we are sworn to protect.

Developed: 07/13

Revision: N/A

Reviewed: 03/19, 05/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

1.18 – Social Media

Purpose:

The purpose of this policy is to provide guidance to members to clarify the boundaries between appropriate and inappropriate use of social media by fire department personnel. Nothing in this policy is intended to restrict a member's right to discuss as a private citizen, matters of public concern, nor engage in concerted activity with co-workers.

General:

Social media use in the emergency services provides several useful benefits including training and the acquisition of useful information for the betterment of the organization as well as all members. It also allows for the dissemination of information to the public for recruitment, safety education and public relations purposes. As such, the Holden Fire Department embraces the usage of social media to that end. We define social media as resources including but not limited to instant messaging, texting, paging and social networking sites such as Facebook, Instagram, LinkedIn, Twitter, Snapchat, YouTube and any other information sharing services, websites or blogs. The internet and other information sharing devices are global entities with no control of users or content. Therefore, available resources may contain material of controversial nature. The Holden Fire Department does not encourage the use of these sites, and is not responsible for information found on these sources other than sites operated officially by the Holden Fire Department.

Members of the department have an affirmative obligation to avoid being perceived as a spokesperson for the department. Engaging in social media and social networking activities is a form of speech.

No member, while speaking as a private citizen on a matter of public concern regarding the fire department shall speak in such a way as to cause actual harm or disruption to the operation of the department.

Members may speak on a matter of public concern as a spokesperson for the department only with permission from the Chief. Members shall at all times exercise diligence to avoid holding themselves out as a spokesperson for the department except when duly authorized.

The use of titles, fire department logos, and fire department owned images, or identification as a member of the department that creates an impression that the member is a spokesperson for the department is prohibited. This does not include listing your occupation or department on a social media site when it is posed as a statement or answering a question.

Members are prohibited from publically discussing fire department matters that are not of a public concern, unless doing so is with other employees and/or employee representatives, and is for the purpose of engaging in concerted activities relative to workplace issues.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Members shall not engage in speech that is false, deceptive, libelous, slanderous, misleading or cause harm to others, including speech that constitutes hate speech, or harassment; nor shall members discuss protected or confidential matters of the department, including:

- Matters that are under investigation.
- Patient and employee information protected by HIPAA/medical confidentiality laws or state privacy laws.
- Personnel matters that are protected from disclosure by law.

When engaging in social media or social networking activities, all members will maintain a level of professionalism in both on duty and off duty conduct that is consistent with the honorable mission of our department. The publication of any statement, comment, imagery, or information through any medium of communication indicated herein, which is potentially adverse to the operation, morale, image or efficiency of this department, will be deemed to be a violation of this policy.

Members will not be able to post or release:

- Department owned digital images, audio or video without approval of the Chief and in accordance with the Technology Use and Digital Imagery policy.
- Sexually explicit or illegal material.
- Conduct that may bring discredit upon the department or other members.

With the exception of video chatting, members will be allowed to use social media or social networking sites while on duty in the stations providing all other duties and house work has been completed for the day.

Members will not be allowed to video chat in uniform or other identifiable clothing or location that identifies them as a member of this department whether on or off duty without the expressed written permission of the Chief.

Participating in social networking sites while enroute to or on the scene of an emergency is prohibited.

This regulation is not intended to limit member's right to free speech or expression; but as we are a public entity, it has been put in place to protect the rights of this organization, its members and the public we are sworn to protect.

Developed: 08/15

Revision: 09/17

Reviewed: 03/19, 05/19

I, _____ have read and understand the Holden Fire Departments Social Media Policy.

Signature: _____ Date: _____



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

1.19 – Off-Duty Employment

Purpose:

The nature of the fire and EMS service requires departmental employees to have the ability to work irregular schedules, which are subject to change in meeting deployment needs. Additionally, it is necessary that an employee have adequate rest to be alert during his or her tour of duty.

Financial interest in private business or professional activities, which are or may have the appearance of creating a conflict of interest or impairing the objectivity and or judgment of employees are subject to regulation by the department, town and the state ethics commission.

General:

Determination is the obligation of the Fire Chief, after a review of the facts pertaining to individual cases.

Career employees shall notify the Chief of any off duty employment within the fields expressed in the Local 4557 bargaining agreement Article 29, Section 5, Sub-section F.

Call Firefighters shall notify the Chief of any primary employment, board membership, committee membership or outside business interest which may have the appearance of conflict of interest or cause impaired judgement or objectivity in carrying out their duties as a firefighter.

Employees will not engage in any private business activity or professional activity that would tend to impair independence of judgment or action in the performance of their official duties with the department.

Employees violating these policies or procedures shall be subject to disciplinary action.

Procedure:

Notification Procedure

- I. As regards to off-duty employment employees shall:
 - a. Disclose any off-duty employment outlined in the bargaining agreement.
 - b. Employees notifying the department of off- duty employment will submit a memorandum directly to the Chief of Department.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Reasons for Denial

1. Reasons for denial of off-duty employment, or financial interest in private business or professional activity will be determined by the Fire Chief on an individual basis, such as, but not limited to:
 - a. conflict or appearance of conflict of interest;
 - b. potential impairment of independent judgment or action;
 - c. employment which appears to discredit or embarrass the employee or the Department
 - d. failure to provide adequate facts and information relative to off-duty employment.
2. Prior written approval may be revoked, suspended or modified by the Fire Chief at any time if any of the above mentioned items are discovered.
3. If a denial is given by the Fire Chief for any of the items mentioned in #1, the matter will be forwarded to the Town Manager.

Developed: 02/13

Revision: 05/19

Reviewed: 05/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

200 – General Administration

This section has been designed to provide guidelines for the daily operations within the department. Such topics include daily work assignments, station use and maintenance, equipment use and maintenance, and reports. All of the forms listed in this section are contained within the appendices of this document.

2.1 – Shift Officer

Purpose:

To outline the role and function of the Shift Officer.

General:

- a. The Shift Officer is the ranking officer that operates the daily shift. Generally, this is the Captain/Lieutenant of the shift, however in his place a Senior Fire Officer (SFO) or senior ranking firefighter may serve in their place, respectively.
- b. When the regular Shift Officer for any group is absent for any reason and another career officer is working that shift, that officer will assume the role of Shift Officer for the duration of his/her tour that day. Otherwise the SFO or senior career firefighter on-duty is the acting OIC, respectively.
- c. When two or more officers are working at the same time, every effort should be made to assign those officers to provide for the most effective coverage.
- d. In the event that a call Captain or Lieutenant is working the part-time shift, the on-duty Shift Officer shall retain his/her authority and responsibility in running the shift.
- e. The Shift Officers duties and responsibilities are that fitting the job description of the Captain or Lieutenant as defined by this document.

Developed: 07/13

Revision: 03/19

Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

2.2 – Officer in Charge

Purpose:

To outline the role and function of the On – Call Officer in Charge.

Scope:

OIC/Senior Officer leadership is an important aspect of ongoing department operations. The OIC is needed to assist the shift officer with any issues which are above their scope and be available for an incident command role at major incidents.

General:

- a. The assigned OIC will be on-call for periods of time when the Fire Chief or Deputy Chief is not on regular duty. Typically these periods are weekends and some holidays.
- b. OIC coverage will include from time to time the Chief, Deputy Chief and Captains.
- c. In respect to Captains responding to calls off duty, for most recalls they will respond to their respective stations but in the instance that they are the OIC or in the absence of a Chief Officer, they will be permitted to respond directly to the scene of an incident.
- d. Weekend OIC coverage is scheduled from 07:00 Saturday until 07:00 Monday. The weekend period is broken up into days/hours as needed.
- e. Officers providing weekend OIC will be paid a stipend determined by the Fire Chief.

OIC Operations Role:

- a. The OIC will be in charge of department operations for the time on call.
- b. The OIC will be available as a resource to the on-duty Shift Officer/FF in-charge or any department officer by phone or in person as needed.
- c. If the OIC is unavailable for a time period while on call, they will notify the on-duty Shift Officer/FF in-charge.
- d. The OIC will monitor the department responses by radio and respond to calls at his discretion. The OIC should allow the junior officers to handle lesser fire responses to allow for training and experience in the command system.
- e. The OIC will respond to the following:
 - Reported fire (ie: structure, chimney, brush, auto, dumpster, etc.)
 - Auto accident with extrication or need for multiple ambulances/fire response.
 - Bomb threat, IED or any reported explosion.
 - Large gas leak or large spills requiring DEP involvement

Developed: 07/13

Revision: 03/19

Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

2.3 – Daily Schedule and Assignments

Purpose:

To outline the routine for daily operations and what is expected of each member on-duty with regards to house chores, station work and routine projects.

General:

Daily Schedule:

- a. Shift change is at 0700 hours daily. Personnel may not leave unless their relief has arrived or the Shift Officer has approved their early dismissal.
- b. Roll call will be conducted in the duty office by 0700 hours to inform the on-coming shift of apparatus assignments, duties, projects and any other special events occurring that day.
- c. Daily apparatus assignments, projects and training will be posted on the dry erase board in the hallway for review throughout the shift.
- d. Apparatus checks and station chores will commence following roll call.
- e. From 1000 to 1200 hours and 1300 to 1600 hours, time is available for training or special projects dependent upon the time required for each. It is at the discretion of the Shift Officer what the order of the day will be.
- f. Lunch and Dinner schedules are at the discretion of the Shift Officer.
- g. Personnel will not go to bed any earlier than 2100 hours unless they have permission from the Shift Officer. Personnel may utilize their bunk rooms for quiet study time prior to 21:00 at the discretion of the Shift Officer.
- h. Personnel will be out of bed no later than 0630 hours.
- i. All members who worked an overnight shift will be on the apparatus floor to ensure the equipment is in ready condition for the oncoming shift.
- j. At the conclusion of the shift all personal items and turnout gear will be removed from the apparatus and returned to the proper storage areas.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Daily cleaning schedule - Headquarters:

Day Room

- a. All carpets
- b. All floors swept and mopped, as needed
- c. Chairs to be left in a presentable manner and cleaned as needed.
- d. Window blinds shall open and raised to a halfway position during daylight hours
- e. No glassware, silverware or dinnerware shall be left on counters or window ledge

Kitchen

- a. Trash containers emptied daily, recycling emptied as needed. All trash/recycling material to be disposed in dumpsters behind station.
- b. All counters and tables to be cleared and washed and trash to be disposed of. All left over food to be put away or disposed of as necessary.
- c. No storage of food stuffs on top of refrigerators.
- d. All appliances (stove, microwave, etc.) are to be cleaned after each use.
- e. Refrigerator Cleaning
 - Each workgroup is assigned a refrigerator in the kitchen.
 - Each refrigerator is to be kept clean and organized
 - Perishable items or cooked food must be removed by each group at the end of the 2 shift rotation prior to the 4 days off. Items to be saved on the 2 days between shifts must be labeled with the group number and date.
 - Freezer items must be removed after 1 month. Items must be labeled with the group number and date.
 - On Sunday of every week, the on-duty shift will go through both refrigerators and remove all items that are past their date or are not labeled per policy.

PLEASE REMEMBER THAT THE REFRIGERATORS ARE SHARED BY 23 DEPARTMENT MEMBERS AND ARE NOT A PLACE FOR LONG TERM STORAGE OF ITEMS. IF YOU WANT IT, TAKE IT HOME.

Dorm Rooms

- a. All rooms are to be vacuumed and straightened up daily.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- b. All trash containers are to be emptied and liner replaced, daily.
- c. At the completion of each shift all bedding and personal items must be stowed in cabinets or lockers. Window shades shall be in the half open position during daylight hours when rooms are not in use.
****Ensure ALL dorm rooms are neat, clean and presentable.**

Weekly Cleaning Schedule:

Kitchen and Bunk Rooms

- a. Every Sunday, the day room and bunk area will be disinfected and thoroughly cleaned including areas behind and underneath furniture. The kitchen will be thoroughly cleaned including all food prep areas, stove top/oven and refrigerators.

Apparatus Bay and Work Areas

- a. Every Saturday the apparatus and work rooms shall be swept and washed including hose tower and gear locker room. **inclement weather may dictate the inability to clean the apparatus bay but appropriate methods should be made to clean those areas.* Heavy soiled areas and spots are to be cleaned as needed.
- b. Daily, the areas of the apparatus floor which are heavily soiled such as the ambulance bay, Car 3 bay and walk ways shall be cleaned.
- c. It is imperative to keep the station in a clean and presentable manner. Furthermore, events and large incidents may require cleaning in addition to the normal weekly routine these may be assigned by the Chief, Deputy Chief or Shift Officer. All members should make an effort to clean up after themselves in addition to working as a team to keep a clean and presentable professional facility.

Daily Cleaning Schedule – Station 2:

Day Room/Kitchen

- f. All carpets
- g. All floors swept and mopped, as needed
- h. Chairs to be left in a presentable manner and cleaned as needed.
- i. Window blinds shall open and raised to a halfway position during daylight hours



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- j. No glassware, silverware or dinnerware shall be left on counters or window ledge
- f. Trash containers emptied daily, recycling emptied as needed. All trash/recycling material to be disposed in dumpsters behind station.
- g. All counters and tables to be cleared and washed and trash to be disposed of. All left over food to be put away or disposed of as necessary.
- h. No storage of food stuffs on top of refrigerators.
- i. All appliances (stove, microwave, etc.) are to be cleaned after each use.
- j. Refrigerator Cleaning
 - The refrigerator is to be kept clean and organized
 - Perishable items or cooked food must be removed at the end of each shift rotation.
 - Freezer items must be removed after 1 month. Items must be labeled with the group number and date.
 - On Sunday of every week, the on-duty shift will go the refrigerator and remove all items that are past their date.

Weekly Cleaning Schedule:

Apparatus Bay and Work Areas

- d. Every Saturday the apparatus bay shall be swept and washed and gear locker room will be swept and mopped. **inclement weather may dictate the inability to clean the apparatus bay but appropriate methods should be made to clean those areas.* Heavy soiled areas and spots are to be cleaned as needed.
- e. It is imperative to keep the station in a clean and presentable manner. Furthermore, events and large incidents may require cleaning in addition to the normal weekly routine these may be assigned by the Chief, Deputy Chief or Shift Officer. All members should make an effort to clean up after themselves in addition to working as a team to keep a clean and presentable professional facility.

Developed: 01/14

Revision: 01/19, 7/19

Reviewed: 01/19, 7/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

2.4 – Radio Assignments

Purpose:

To outline the procedure for issuing portable radios to department members.

General:

- a. A portable radio will be available to all Firefighters and Officers of the department for official use only.
- b. Auxiliary and Recruit members will not be issued a radio until such time as they receive Firefighter status with the department.
- c. Portable radios assigned to members will become part of the firefighter's safety equipment. Radios and all accessories will be kept with the battery charger in issued gear lockers with the firefighters PPE. At no time is the portable radio to be taken out of the station unless on official department business, on a call for service or with permission from the Fire Chief or his designee.
- d. Department officers may have the need for their assigned radio when not at the station and therefore can keep the assigned radio with them outside of the station for official business.
- e. On-duty members are expected to have their assigned portable radio on their person at all times when out of the station.
- f. Members are responsible for the portable radio assigned to them and must ensure that they are cared for and maintained.
- g. The programming of portable radios is not to be altered or modified in any way.
- h. Identification numbers are coded and marked under the battery of the portable radio for ID purposes. Members are not to engrave or write their names, firefighter ID#, or any other markings on the portable radio.
- i. The specific designations and usage of portable radios is addressed in the Communications Section of this document and on the radio call sign chart.
- j. The department will be responsible for routine maintenance and upkeep of the portable radio. The department will bear the cost of damage and repairs that are incurred through normal firefighting activity and use. Portables that are damaged or destroyed by neglect or negligence will be the responsibility of the individual member for the repair or replacement.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

I have read the above policy and acknowledge that I have been issued a Motorola portable radio, speaker mic, charger and (1) battery as listed below for official use as a member of the Holden Fire Department. I also acknowledge that I am responsible for the repair or replacement of the portable radio or its accessories if it is damaged or destroyed by neglect or negligence.

Radio Model: _____

Radio ID: _____

Radio Serial #: _____

Speaker Mic Serial #: _____

Battery Charger received: _____

Print name

Date:

Signature

Developed: 01/14

Revision: 08/15

Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

2.5 – Part-Time Call Shifts

Purpose:

To define the part-time call shifts and to determine the eligibility requirements for Call Firefighters to work part-time shifts.

General:

- a. There will be part-time shifts scheduled at the Chiefs discretion to supplement the full time staff above and beyond the duty shift staffing
- b. The firefighter working the part-time shift will report to Headquarters for their shift assignment.
- c. Only one (1) firefighter will work per shift and they do not need to wait for relief at the termination of their shift.
- d. In order to be eligible to work a part-time shift, the Call Firefighter must be FF I/II certified, be signed off to operate the department ambulances and the Engine housed at Headquarters. Call Firefighters who are EMT-Basic or EMT-Paramedic certified will take preference in the awarding of shifts.

Developed: 01/14

Revision: 01/19

Reviewed: 01/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

2.6 – Station Parking

Purpose:

To establish a standard for employee parking at both stations.

General:

This policy is in effect 7 days a week, 24 hours a day at both stations.

Headquarters

- a. The Chief and Deputy Chief have assigned parking spaces in the front of the station for their department owned vehicles, which are the first two (2) spots closest to the building on administration side of the apparatus bay.
- b. All other employees working a shift at headquarters will park their POV's in the four (4) parking spaces on the diner side of the annex, the rear of the Annex building or in available spaces in the rear lot. No employees working a shift will park their POV's in the front of either the fire station or the closest four (4) spots in front of the Annex.
- c. The available parking spaces in front of the fire station and the annex building are to be used only for firefighters returning for a recall.
- d. Parking spaces at the main entrance to the public safety building are for the public and should not be used by fire department personnel.

Chaffins

- a. The Chaffins station has parking spots available for members near the entrance to the station. When parking at Chaffins, fire department personnel should ensure that they do not obstruct any egress from the facility by the DPW.

Developed: 01/14

Revision: 03/19

Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

2.7 – Station Vehicle Operations / Plymovent

Purpose:

To define the methods for apparatus exiting and entering the apparatus bay doors and backing.

Scope:

It is incumbent upon all department personnel to operate the department vehicles in a safe and effective manner when entering and exiting the apparatus bay to ensure the safety of department personnel and equipment.

General:

Procedures for exiting the apparatus bay:

- a. When a department vehicle is exiting the apparatus bay for any reason, the driver of said vehicle will engage the garage door by using the wall mounted controls. The driver will also do a walk around of the street side and front of the vehicle to ensure all doors; compartments and unsecured equipment are in the proper position for travel. If the driver is the only occupant of the vehicle then a walk around of the officer's side will also be required.
- b. When a department vehicle is exiting the apparatus bay for any reason the officer or right front seat passenger will do a walk around of the officer's side and rear of the vehicle to ensure all doors, compartments and unsecured equipment are in the proper position for travel and there are no obstructions.
- c. The driver will ensure that the apparatus bay door is fully in the open position before moving the vehicle forward.
- d. Vehicles will exit the station at an idle speed until clear of the Plymovent system and the apparatus bay opening.
- e. The apparatus bay door may be closed by the cab mounted remote after verifying the vehicle is clear. The officer may also order the back step passenger to close the door manually and visually verify that the apparatus is clear.

Procedures for entering the apparatus bay:

- a. When apparatus returns to the station, the apparatus bay door will be opened by the cab mounted remote.
- b. The Officer (right front seat passenger) and any other passengers will disembark the vehicle and visually ensure that there are no obstructions behind the apparatus and that the apparatus bay door is fully in the upright position. The members will take a position to the rear corners of the apparatus to spot the vehicle.
- c. The vehicle will begin backing only once the spotters are in view of the mirrors and the vehicle will be stopped if at any time a spotter is not visible by the driver.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- d. Once the apparatus is parked and secured in the apparatus bay, the Plymovent system will be placed on the exhaust of the vehicle.

PLYMOVENT USAGE

General:

- a. Anytime that a vehicles engine is running inside of a fire station that is equipped with the Plymovent source capture system, the hose boot will be attached to the vehicle's exhaust system. This includes times when the vehicle is running during a truck check, leaving, or returning into a bay.
- b. Any mechanical problems that are noticed with the system should be reported immediately to the Shift Officer so a service call can be made to the contracted vendor.

Developed: 01/19

Revision: 01/19

Reviewed: 01/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

2.8 – Equipment Maintenance

Purpose:

To establish a procedure for the repair of equipment that may become damaged in the course of duty.

General:

- a. In the event that a piece of equipment is damaged it should be determined if the equipment can be repaired by the on-duty crew and placed back in service.
- b. If the equipment cannot be repaired the Shift Officer shall be notified. A department equipment repair form will be filled out and submitted to the Deputy Chief.
- c. The department member responsible for the repair and maintenance of the equipment in question will determine if the equipment can be repaired in-house, by the DPW mechanics or by a third party. The repairs will be scheduled and the Deputy Chief will be notified of the outcome.

Developed: 01/14

Revision: N/A

Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

2.9 – Posted Notices

Purpose:

To organize the posting of memos, policies, outside training and general correspondences.

General:

- a. Any posted notices or memos are to be considered official documents of the Holden Fire Department. Therefore, no member will add any unsolicited written comments or remarks on any posted notice or memo.
- b. General correspondences and outside training opportunities will be posted in no other locations other than on the boards located in the front hallway, administration area and outside the kitchen of the Headquarters station and on the station bulletin board at the Chaffins station.
- c. All memos shall be posted on the bulletin boards at both stations as well as emailed to all members.
- d. New department policies shall be posted on the bulletin boards at both stations, emailed to members and updated in the department SOP/SOG manuals at both stations.
- e. Members will occasionally receive in-service training, bulletin board postings, information booklets, and the like to help them keep updated on changes. Members are expected to stay aware of these changes as well as exchange information with one another when that information needs to be known in order for others to perform their jobs effectively, efficiently, and safely.
- f. All Union postings pertaining to IAFF Local 4557 are to be posted on the bulletin board in the firefighter's office.
- g. No item shall be posted without approval from the Chief or his designee.

Developed: 01/14

Revision: N/A

Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

2.10 – Incident Reports

Purpose:

To establish a procedure for the filing of incident reports to department supervisors when necessary.

General:

- a. When requested by a department officer, a member shall fill out an incident report documenting a specific event that occurred. The report shall be filled out on the official department incident report forms.
- b. Understanding that not all instances that an incident report could be filled out can be listed, at a minimum an incident report shall be filled out anytime there is damage to department equipment, injuries, or a complaint has been filed.

Developed: 01/14

Revision: N/A

Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

2.11 – Injury Reports

Purpose:

To define mandatory steps that members are required to follow in order to file for eligibility for Workers' Compensation/IOD benefits for injuries incurred in the workplace. On-the-job injuries include accidental injuries and occupational diseases. Accidental injuries are those incurred as a direct result from a work related task or duty. Occupational diseases are ailments resulting from work conditions inherent and inseparable from employment.

General:

- a. Any member who is injured in the course of duty shall report the injury immediately to the Shift Officer.
- b. A department injury report shall be completed for any recognizable injury on duty.
- c. If there is a major injury (ie: will incur potential loss of time or medical expenses), Firefighters will complete/submit the following paperwork
 1. Attending Physician's Statement (must be filled out completely, signed by the Doctor. An original must be returned within 24 hours of doctor's appointment.)
 2. Fire/Police Accident Claim Notice.
 3. Initial Injury Report
 4. Medical Records Release
 5. Wage and Salary Verification
- d. The above forms can be obtained from the administrative staff and are to be fully completed and returned to the administrative staff within 24 hours.
- e. If there is no major injury that may result in potential loss time or medical expense, the firefighter shall fully complete and sign the internal injury report paperwork immediately after injury and submit this report to the Shift Officer.
- f. The Shift Officer will complete their portion of the Injury report and sign the report.
- g. The Shift Officer shall write a brief report to document the injury. Said report will include time, date, location, and detailed description of the injury. The internal report and Shift Officers documented report shall be completed prior to the end of shift.
- h. The Shift Officer shall submit both reports to the Chief or in his absence the Deputy Chief by the end of shift.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- i. The reports will be reviewed by the Chief, signed and kept in the personnel file of the injured individual.

Developed: 11/10

Revision: 1/14

Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

2.12 – Accident Reports

Purpose:

To provide department members with the proper reporting requirements when involved in an accident involving the departments vehicles or equipment.

General:

- b. The internal Accident/Incident report is to be completed where there is any recognizable accident with department equipment including those with injuries.
- c. Firefighters shall verbally report all recognizable accidents while on duty immediately to the Shift Officer on duty.
- d. The firefighter shall fully complete and sign the internal paperwork immediately after the accident and submit this report to the Shift Officer.
- e. The Shift Officer will complete their portion of the Accident/Incident report and sign the report.
- f. The Shift Officer shall write a brief report to document the accident. Said report will include time, date, location, and detailed description of the accident. The internal report and Shift Officers documented report shall be completed prior to the end of shift.
- g. Should a firefighter's injury preclude them from filling out the internal paperwork, it is expected that the firefighter will complete it as soon as his/her health will allow.
- h. If the accident involved a department vehicle, a Massachusetts Registry of Motor Vehicles Motor Vehicle Crash Report must be completed along with a Town of Holden Accident form.
- i. The Shift Officer shall submit all reports to the Chief or in his absence the Assistant Chief by the end of shift.
- j. The reports will be reviewed by the Chief and kept in the personnel file of the individual involved.

Developed: 11/10

Revision: 03/19

Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

2.13 – Special Teams

Purpose:

To provide guidelines for the response of members belonging to other specialized emergency services in the event of their activation.

General:

- a. Any department member that is authorized by the administration and serves on an outside team on behalf of the department (i.e. Dive Team, Haz-Mat Team, District Technical Rescue Team, FEMA USAR and D-MAT) may be released from duty to respond to an incident. The Chief, Deputy Chief or OIC will be notified of the activation.
- b. In the event a member is requested to respond to the scene of an incident, the member may be released immediately if the shift is at full duty staff (EMT or Paramedic certified). The Shift Officer will callback for station coverage and can fill the vacancy with overtime should the length of the team activation appear to be of a long duration. If the shift is operating with less than 4 duty staff (EMT or Paramedic certified), the member will only be released when coverage arrives at the station. If there are 2 shift members activated for a specialized team, the most senior member will be released first, the second will require coverage prior to release.
- c. If the team member is a paramedic, and is the only paramedic on-duty or currently the only paramedic in town, the member cannot be released unless paramedic coverage can be obtained from an off-duty member. If paramedic coverage is obtained the member may be released when the coverage arrives to the station. If no paramedic coverage can be obtained then the member cannot be released to respond.
- d. If specialized equipment (technical rescue trailer, foam trailer) is requested by another community, an all-call will be sent out for additional personnel to facilitate the movement of the equipment to its destination. At a minimum, an officer should accompany the equipment.

Developed: 03/14

Revision: 03/19

Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

2.14 – Loaned Equipment

Purpose:

To provide certain equipment on loan to the public that may be needed to rectify a problem within their business or residence.

General:

The department may loan certain pieces of equipment to members of the public that are in need. Equipment that requires technical training or may pose a safety hazard to someone untrained in its use such as meters, SCBA, thermal imagers, saws, etc. will not be loaned to the public. Items such as sump pumps, generators, water vacuum cleaners, extension cords, etc. may be loaned with permission from the Chief.

Equipment will not be loaned if in the determination of the Chief it will affect the operation of the department in any way. The Shift Officer will maintain in the shift log the equipment loaned, the individuals name, the individuals address and pass it on to the next Shift Officer to ensure the equipment is retrieved.

Unless prior arrangements have been made, loaned equipment will be returned to the department within twenty four (24) hours.

The Chief may deny a member of the public from borrowing equipment if in his opinion they are abusing the privilege by the frequency in which they are using department equipment.

Developed: 03/14

Revision: N/A

Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

300 – Operational Guidelines

This section was created to define the emergency operations that department members may encounter. The response order for apparatus is provided along with the general procedures for equipment operation and care.

3.1 – Personal Protective Equipment

Purpose:

To establish standards for personal protective equipment that provide for the maximum safety and welfare of all personnel engaged in firefighting or rescue operations.

General:

Equipment Use:

- a. All personnel will wear department issued, or equivalent NFPA approved, personal protective equipment (PPE) at all appropriate emergency calls. Full PPE shall include a helmet, hood, turnout coat, turnout pants, boots, and gloves.
- b. Any equipment not department issued must meet approval of the Chief or his designee.
- c. Full PPE shall be worn by all personnel at any fire or rescue incident with the exception of apparatus operators. Operators may elect not to wear PPE while responding, but must don PPE upon arrival at the incident.
- d. Personnel working at brush fires shall wear department issued brush fire gear which includes: leather boots, gloves, helmet or hardhat, eye protection, jacket and pants. On duty Class B uniform with leather boots can substituted for the above gear. No shorts will be allowed on-scene.
- e. While operating at EMS incidents, all members shall abide by the Infection Control Policy. PPE should not be worn by responding personnel; however it must be kept readily available. If PPE is worn on EMS calls, personnel should use care when entering homes and other properties, so as not to track products of combustion, dirt, or other materials that could soil or damage private property.
- f. Traffic safety vests shall be worn when operating on any roadways in accordance with the Roadway Safety Policy. Traffic vests shall be worn over turnout gear when operating in roadways except when engaged in fire suppression operations.
- g. Eye protection must be worn whenever personnel will be operating extrication tools or power equipment. Eye protection should meet NFPA, OSHA or ANSI specifications. Eye protection may be worn as needed or as instructed by the OIC for other assignments.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Maintenance:

- a. All turnout coats and pants will be inspected bi-annually. Turnout coats and pants shall be washed anytime they are contaminated or visibly dirty, but at a minimum will be washed twice a year. Any gear contaminated by products of combustion or any other foreign matter shall not be worn by the firefighter until properly laundered.
- b. Any equipment found deficient, broken or damaged must be replaced or repaired as appropriate.
- c. Helmets, boots, gloves and hoods shall be cleaned, replaced or repaired as needed. Each item should be inspected bi-annually for deficiencies or damage.
- d. If equipment does not provide adequate protection, it shall be replaced immediately. Personnel will not be permitted to engage in operations in the absence of, or with seriously deficient protective equipment.

Developed: 1/14

Revision: 03/19, 7/19

Reviewed: 03/19, 7/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

3.2 – Self Contained Breathing Apparatus

Purpose:

To establish standards for self-contained breathing apparatus (SCBA) so as to avoid any respiratory contact with products of combustion, super-heated gases, toxic products, or other hazardous contaminants.

General:

- a. All personnel expected to respond and function in any area of possible atmospheric contamination shall be trained and qualified in SCBA use.
- b. Personnel are expected to achieve a non-leaking skin-to-facepiece seal with a mask. Facial hair will not be allowed at any point that hinders this seal.
- c. SCBA shall be checked once daily during truck checks to ensure its readiness. If an SCBA unit is found to be functioning improperly, it shall be immediately removed from service, tagged with a description of the problem, and reported to the Shift Officer.
- d. Self-Contained Breathing Apparatus (SCBA) shall be used by all personnel operating in any area or structure, either above ground or below, that may have a contaminated atmosphere or be oxygen deficient. This shall include, but not be limited to, all personnel operating at structure fires, motor vehicle fires, and dumpster fires.
- e. The term “used” means that the wearer shall have the face piece in place and be breathing from the air supplied by the SCBA unit.
- f. Premature removal of SCBA must be avoided at all times. This is particularly significant during overhaul when smoldering materials may produce increased quantities of carbon monoxide or other toxic gases.
- g. All personnel shall ensure their PASS Device is active upon donning SCBA.
- h. All SCBA bottles should be filled to a minimum of 4050 p.s.i. to a maximum of 4500 p.s.i.
- i. All personnel shall be fit tested to the appropriate size SCBA mask on an annual basis.

Developed: 1/14

Revision: 03/19

Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

3.3 – Thermal Imaging Cameras

Purpose:

To establish a procedure to facilitate the most effective method for deploying the thermal imaging camera in a way that provides the most protection for our personnel. To provide a reference document for training personnel in the use, deployment, limitations, operation, care, and maintenance of a Thermal Imaging Camera (TIC).

Scope:

It shall be the policy of this department to utilize thermal imaging cameras in every structure fire and at every other call that will assist fire department personnel to quickly and efficiently evaluate the situation or enhance the safety of the personnel operating at an incident.

General:

Background:

Lack of visibility on the fire ground is caused by products of combustion, primarily smoke. Smoke is composed of two elements; fire gases produced by the fuel's chemical breakdown and soot. Heavy smoke causes all the light to be scattered or blocked since the light waves cannot penetrate the particles. This zero visibility condition is what limits the effectiveness of lighting for interior firefighting operations and heightens the potential for firefighters to become disoriented and lost within the fire building. A TIC is a device that translates the thermal energy present into a visual image. This is accomplished because it relies on the thermal energy emitted by all objects and not on reflected visible light. TIC's provide vision capability with zero light present. Thermal energy is characterized by its long wavelength, and fortunately allows it to travel through smoke and soot. Generally, everything viewed through the TIC's lens retains its shape. When viewing a room using the TIC, hot things appear white, hotter objects appear brighter white, and colder items appear black to gray.

TIC Applications:

- a. Provides safer navigation in a space where there is zero visibility due to smoke. Allows personnel to "see" in a zero visibility environment, which is a very useful addition to traditional search and rescue techniques.
- b. Enables suppression crews to execute a faster, more effective interior attack. The shortest route to the fire, holes in the floor and obstacles in the structure can be determined and located efficiently.
- c. Reduces fatigue of interior crews because efficiency in performing searches and suppression is increased.
- d. Allows Rapid Intervention Teams to quickly and efficiently locate downed firefighters.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- e. May be used to determine fluid level within a container, which may be useful during an incident involving a hazardous material.
- f. May be used as a search tool to locate lost persons in open wilderness areas.

TIC Operation:

- a. The TIC's are carried on all structural apparatus in the Holden Fire Department
- b. Ultimately, the company officer shall determine who will operate the TIC. It is the officer's responsibility (or person riding in this position) to carry the TIC into a structure whenever the initial response involved a full assignment regardless of initial size up reports.
- c. When operating in the "rescue mode", company personnel shall use available TIC's to aid in the search for victims. If operating ahead of or separate from the first hand line, a tag line should be considered for safety. The operator of the camera should secure the end of the rope to an adequate anchor just outside the entry point.
- d. A camera should be reserved for use by the established Rapid Intervention Team.
- e. Camera operators must be aware that they have a tendency to move faster than the rest of the team who are operating in zero visibility. The camera operator must remember not to move too quickly, so that the rest of the team is not lost.
- f. The camera has the potential to inspire overconfidence because it allows firefighters to "see" in an environment that in reality has zero visibility. Firefighters should remember that they must stay low even if the camera allows them to see that the majority of the heat is at the ceiling.
- g. Personnel must understand that the camera could fail and an escape route must be easily located, either by following a hose line or rope tag line to safety. Standard firefighting practices shall be observed.
- h. The camera can also serve as a tool for detecting heat during the overhaul phase of an incident. The TIC cannot penetrate most construction materials including drywall, plaster and lathe, concrete, glass or plastic. The TIC can only detect a difference in heat based upon the surrounding material.

Limitations:

The TIC allows for a two dimensional view of a smoke filled environment. Depth perception is limited. Firefighters operating the camera should remain low to the ground, scanning the entire area before them. When scanning an area with the TIC begin at the ceiling and conclude at the floor area immediately in front of them. Walking with the TIC is discouraged as trip hazards may be overlooked. Thermal energy does not travel directly through walls. A TIC does not allow an area to be viewed, which is behind a wall. If fire is present inside a wall, the camera will only be able to "see" it if the fire has increased the temperature of the wall itself. Normal overhaul procedures must be utilized in order to locate fire extension. A human being will not provide sufficient thermal energy to penetrate most standard construction materials or solid items such



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

as furniture. Therefore, it is reinforced that while conducting a search, rescuers must look under/ around beds, sofas and other objects where victims may have hidden to escape fire. Water, plastic and glass are all effective barriers for the TIC and may cause a reflective image. The team operating the camera must remember that the image present on the TIC's screen could be a "mirror image" of themselves or fire behind them being reflected off of glass, plastic or water. To test suspicious images, the crew should wave their arms and determine whether they are seeing their own image. Also, firefighters and occupants, who are wet from hose line operations, could be masked from the camera's view during a search because there is a momentary balance of thermal signatures. The TIC must be used with the understanding that it is only a mechanical device and it can fail. Firefighters must plan for this possibility by carrying flashlights, maintaining contact with the wall, a hose line, employing a tag line or other routine methods for remaining oriented to location and the position of exits in a zero visibility environment. Crews should continue to employ standard firefighting practices. Count on no more than twenty minutes of operation per battery, less in cold temperatures. Spare batteries should be carried by the crew operating the camera. The image displayed by the TIC may decrease in quality as soot builds up on the lens and screen while operating on the fire ground. A soft cotton cloth should be used to clean the lens and screen periodically while operating the camera. "White Out" is a condition caused by aiming the unit at a very hot object or flame which causes the TIC's sensor to become overloaded and the display to show all white, rendering the TIC temporarily useless. To correct the problem, aim the camera away from the extreme heat source and the display should return to normal in under one minute, often within just a few seconds. The TIC has not been determined to be intrinsically safe as an ignition source. This device is not to be used in a potentially explosive atmosphere.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

3.4 – Fire Ground Safety

Purpose:

The intent of this procedure is to minimize fire ground confusion/congestion and to limit the number of personnel exposed to fire ground hazards to only those necessary to successfully control the operation.

3.4.1 – Risk Management

This guideline establishes the parameters of how much risk is acceptable at an incident.

- We may risk our lives a lot to protect savable lives.
- We may risk our lives a little to protect savable property.
- We will not risk our lives at all to save what is already lost.

It is the responsibility of the IC to evaluate the level of risk in every situation. This risk evaluation shall include an assessment of the presence, survivability and potential to rescue occupants. When there is no potential to save lives, firefighters shall not be committed to operations that present an elevated level of risk. The incident commander shall continually reevaluate conditions to determine if the level of risk has changed and a change in strategy or tactics is necessary.

3.4.2 – Exterior Operations

General:

- a. Avoid exterior application of water during offensive operation. An attack from the exterior generally will drive the fire, smoke, and heat back into the building and drive the interior fire control forces out of the building.
- b. When operating in a defensive mode, a collapse zone shall be established and only personnel assigned specific fire control duties shall be allowed inside this zone.
- c. When laddering buildings under fire conditions, ladders should be placed near building corners or firewalls since these areas are generally more stable in the event of structural failure.
- d. A roof ladder shall be in place, whenever possible and when conditions allow, when crews are involved in roof ventilation, unless the roof ventilation operation is being conducted from the aerial platform.
- e. If structural failure of a building or section of a building appears likely, a perimeter must be established a safe distance from the area which may collapse. All personnel must remain outside this perimeter.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- f. All members shall wear full protective clothing, including donning self-contained breathing apparatus, while engaged in exterior operations whenever atmospheric conditions are suspect.

3.4.3 – Interior Operations

General:

- a. Initial arriving personnel should view the fire building prior to entry with the intent of identifying potential hazards and possible escape routes.
- b. Interior operations shall be conducted by teams of at least two personnel while following the 2 in 2 out guidelines.
- c. Personnel involved in interior operations (attack, as well as salvage and overhaul) should be especially wary of hazards and signs of structural deterioration.
- d. Search and rescue operations shall be performed according to an efficient, well-planned procedure that includes the safety of search crew personnel. Prior to entering a search area, all team members shall be familiar with the search plan including assignments.
- e. Whenever interior crews must operate from opposing or conflicting positions (front and rear attack, roof and interior crews, etc.) efforts shall be coordinated to prevent injuries.
- f. When operating either above or below ground level, establish at least two (2) separate escape routes/means where possible, (such as stairways, ladders, exits, etc.), preferably at opposite ends or diagonal corners of the building or separated by considerable distance.
- g. Interior crews shall be notified in advance, and evacuated prior, to exterior stream operations (hand line, ladder pipe, master stream)
- h. All members shall wear full protective clothing, including self-contained breathing apparatus, while engaged in interior operations or whenever atmospheric conditions are suspect.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

3.5 – Hose and Fire streams

Purpose:

This SOG outlines the basic operation and care for nozzles, appliances and hoses.

Scope:

Developing an effective fire stream is one of the most basic fundamentals of any firefighting operation. Hose is the primary tool for the application of water. The proper selection, use, care and maintenance of hose will determine if an effective fire stream can be delivered.

General:

Hose Specifications:

- a. The most common size hoses utilized by the Holden Fire Department are the 1-3/4", the 2" and the 4". Forestry hose and booster line are also employed on some apparatus. Lengths are generally in fifty (50) or one hundred (100) foot sections.
- b. Department hose is setup the same on all of the structural apparatus by color. 150' speedlay is yellow, the 200' speedlay is green, the preconnected 2" is blue and the 2 1/2" line is red. Members should be familiar with the apparatus assigned to their respective stations and any difference in hose lengths due to construction of the vehicles.
- c. Pressure in hose lines should not exceed two hundred fifty pounds-per-square-inch (250 p.s.i.). Nozzle pressure should be determined based upon the flow, required nozzle pressure, number of lengths of hose, friction loss, and elevation changes.
- d. Every attempt should be made to keep hose lines free of all kinks.
- e. Hose and couplings should not be unnecessarily dragged or dropped on the ground.
- f. Apparatus shall not be driven over hose lines unless absolutely necessary. When it is necessary to drive over hose lines, the following precautions should be taken:
 1. Charge the line if possible. Hose is more susceptible to damage when it is uncharged than when it is charged because the wheels tend to separate the jacket from the rubber lining of dry hose.
 2. Running over couplings should be avoided.
 3. To prevent the hose from bursting, speed should be reduced to a minimum.
 4. Hose bridges should be used whenever possible, especially for LDH.
- g. Hose straps should be used whenever operating large hand lines or to secure a hose to a ladder. The strap helps to reduce the load on the couplings.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- h. Attempt to avoid dragging hose through burning material, chemicals, acids, corrosives, oil and paints.
- i. Hose should be thoroughly drained of air and water before repacking. If foam was used, lines should be flushed before taking up.

Hose Maintenance:

- a. Hose is removed from the apparatus each year for cleaning and testing.
- b. Couplings and threads should be inspected for damage. Couplings should swivel freely and be clear of dirt or residue. Gaskets can be lubricated or replaced dependent upon need.
- c. Hose jackets can be cleaned with mild detergent, water and a scrub brush or run through the hose washer to remove contaminants.
- d. Damaged hose should be removed from service and replaced with another length. Notify the Shift Officer or OIC of the change so that the hose may be repaired or replaced.
- e. Hose should be visually inspected as it is being packed after each use.

Hose Testing:

- a. Hose testing is done annually.
- b. Hose should be cleaned and inspected before conducting the hose testing.
- c. Hose should be laid out in lines no longer than three hundred (300) feet and capped (either with a nozzle, fitting or end cap that does not leak).
- d. Connect hose to Hose Tester and charge to fifty (50) p.s.i. Bleed air from the line and mark couplings. Apparatus can be used in the absence of a hose tester.
- e. Slowly raise the pressure to required pressure per NFPA 1962 (three hundred (300) p.s.i for attack hose and two hundred (200) p.s.i for LDH supply hose). Maintain the pressure for five (5) minutes.
- f. Inspect couplings for slippage and leaks.
- g. Bleed the lines, drain, and repack onto apparatus. Remove any lines from service that do not pass the testing.

Hoseline Placement:

Stretching and operating hose lines is the primary function of an engine company. All members must realize the importance of the initial line stretched at a structural fire. More lives are saved at fire operations by the proper positioning and operating of hose lines than by all other life saving techniques available to the firefighting forces. The majority of structural fires are controlled and extinguished by this initial line.

Unless otherwise ordered, the second line is placed to back up the first line. This tactic is used for the following reasons:



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- To provide a back-up to the first hose line in case of a burst length in the first hose line.
- To provide a second line to be used simultaneously with the first hose line if fire conditions warrant.
- Cover a secondary means of egress.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

3.6 – Water Supply

Purpose:

To define and standardize our basic water supply evolutions and operations.

Scope:

Approximately two thirds of our response district is served by municipal and/or private fire hydrants. In these areas, they are essential to our firefighting water supply.

General:

- a. When pressurized municipal or private hydrants are to be used, they are to be fully opened when in use and fully closed when finished. This usually equates to approximately 15 to 18 full turns of the valve stem. A partially opened hydrant can cause underground washout of the hydrant and attached water main.
- b. All hydrants used shall be fully dressed which consists of the attachment of a hydrant assist valve to the steamer (large) port and 2-1/2" gate valves to all side ports. In the instance where a hydrant has only 2 ports, it will be dressed with 2-1/2" gate valves and a 10 ft. 4" LDH connected to a Siamese. This allows maximum usage and flexibility of the hydrant.
- c. If an apparatus is going to tie in to the hydrant to pump it, the apparatus operator should attempt to position the apparatus so as not to impede traffic on the adjacent roadway. This is to facilitate further emergency vehicle traffic.
- d. If an apparatus is going to lay supply line to or from the hydrant, the apparatus operator should make every effort to lay the line down the same side of the street that the hydrant is located on, so as not to impede traffic on the roadway. This is to facilitate further emergency vehicle traffic.
- e. When a hydrant is opened, and prior to flowing water, an open gate valve with no hose hooked to it should be opened briefly if possible. This should be done to allow the discharge of any trapped air or debris.
- f. Whenever a hydrant is shut down, the hydrant operator should make an effort to ensure that the hydrant valve is fully shut off, and that the hydrant has drained. This can be aided by leaving one cap off of the hydrant until draining is complete. This is especially important in freezing weather.
- g. Whenever possible, hydrants being used for active water supply to working fires should be pumped via the hydrant assist valve or the Siamese in a 2 port hydrant situation. Occasionally this is impossible due to some equipment malfunction. Notify the IC if this will impede water supply. If not, notify the Chief or his designee after the incident.
- h. Whenever a line has been laid from a hydrant, at least one firefighter with a radio should be left at the hydrant to properly dress it as indicated above, and to coordinate water



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

flow with the receiving apparatus. If the manpower is needed, this position may be abandoned once the water flow has been established and confirmed.

- i. Any problem with the mechanics or flow of any hydrant should be reported to an officer as soon as possible. If this occurs during operations, use of a different hydrant or an alternate water source may be required.
- j. When tying into the receiving engine, the LDH supply line should be connected to the intake on the engine, preferably at the pump panel if possible.
- k. Special consideration should be given when drafting from a dry hydrant. The dry hydrant may require flushing before an adequate water supply can be obtained.
- l. The IC should contact the Holden water department if hydrants are going to be used for an extended period of time.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

3.7 – Auxiliary Fire Suppression Systems

Purpose:

To establish a procedure for identifying the type, condition and possible use of on-site auxiliary fire equipment in a given situation.

Scope:

For the purposes of this policy, on-site auxiliary fire equipment shall include the following: sprinkler systems, standpipe systems, wall lines, dry chemical systems, Halon systems, carbon dioxide systems, and foam systems.

General:

In the event a fire is reported in, or in the event a building or property is threatened by fire the following guidelines have been established pertaining to the use of on-site fire equipment.

- Determine if the involved occupancy has on-site auxiliary fire equipment; if so, identify the type or types of auxiliary equipment provided.
- If the occupancy is so equipped, determine if the auxiliary fire equipment is in operation.
- If currently in operation, determine the effectiveness of such equipment.
- If auxiliary equipment is non-operational, determine how to activate such equipment and place it into service if it will aid in control of the fire.
- Provide support to on-site auxiliary fire equipment in accordance with the type of equipment involved and the nature of the fire situation.

Sprinkler Systems

The following guidelines apply to all types of sprinkler systems including: wet pipe and dry pipe systems, deluge systems, pre-action systems, combined dry pipe and pre-action systems and outside sprinklers for exposure protection.

- a. Be guided by fire department policy concerning fires in sprinklered buildings
- b. At fires where sprinkler systems are operating, support the system by pumping to the Fire Department Connection (FDC) at a pressure of 150 p.s.i. through a minimum of two 2 1/2" hose lines or a single 4" LDH based upon the building connection.
- c. Check the effectiveness of the sprinkler system and take appropriate action to insure proper control and extinguishment.
- d. Insure that the water supply valve to the system is open. If possible, detail a firefighter with a radio to stand by at the valve.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- e. Sprinkler systems in buildings which are severely exposed to a fire from another building or outside source such as a storage area should be supplied at the FDC to insure proper exposure protection.
- f. The engine supplying the FDC should be utilized solely for that purpose, and additional hose lines should not be taken from that engine unless absolutely necessary.

Standpipe Systems

- a. When the occupancy is equipped with a standpipe system, Department personnel should utilize the system to eliminate the need for excessively long hose lays.
- b. Where the standpipe system is independent and is also equipped with a Fire Department Connection (FDC), support the system by pumping to the FDC, providing a pressure of twenty-five (25) p.s.i. at the connection and five (5) p.s.i. per story for each floor above the ground level. In addition, hydraulic calculations must also be included for the hose line(s) being utilized off the standpipe outlet. Support of the system through the FDC shall be with a minimum of two (2) 2 1/2" hose lines or (1) 4" LDH based on the building connection.
- c. Where the standpipe system is combined with the sprinkler system by pumping to the FDC, providing the appropriate FDC with the standard pressure of one hundred (100) p.s.i. at the connection.
- d. Those members who are assigned to the interior attack utilizing the standpipe outlet must be able to communicate with the pump operator supplying the system.
- e. When a line is connected to a standpipe outlet in a stairwell on the fire floor, the excess hose should be pulled up the stairway toward the next floor before it is charged. This will allow the hose to easily come up the stairs as the advance is made.
- f. It is obvious that the stairwell at the fire area is important for advancing lines to the fire floor. It is just as important to occupants of the building who may be using it for evacuation. Firefighters must be careful not to impede their progress and not to allow great volumes of smoke to get into the stairway. If another stairway, farther from the fire is available, evacuees should be directed to it.
- g. If the outlets are in the corridors, the attack should begin from an outlet on the floor below the fire floor. The first line (or lines) should be advanced up a stairway to the fire floor. Most of the line should be taken up the stairs, so that it can more easily be advanced through the corridor of the fire floor. If required, additional lines may be taken up the stairs from still lower floors. This may also be necessary if the floor below the fire is untenable.

Wall Lines

When the decision has been made to utilize wall lines or house lines (as they are sometimes called), members should keep in mind the limitations of such installations and be guided by the following when utilizing a wall line installation:



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- a. Disconnect the existing hose line.
- b. Remove any pressure reducing device which may be present.
- c. Connect fire department hose.
- d. Remember that the volume of water and the pressure available from these installations may be limited.
- e. House line installations may be utilized for initial attack while back-up lines are being stretched into position.

Dry Chemical Systems

- a. Dry chemical systems may be found in a variety of occupancies and installations. Some of these include restaurants, spray booths and dip tanks.
- b. Upon arrival at an out-of-doors fire being attacked by a dry chemical extinguishing system, such as a tank loading rack, lay lines to back up the system in case of re-ignition by hot metal after the chemical has dispersed. If you have portable extinguishers on your apparatus suitable for the kind of fire involved, they can be used to supplement the system.
- c. In the case of local application systems inside a building, such as for a dip tank, do not turn hose streams on the fire, since this is likely to splash the burning liquid out of the tank and cause it to spread on the water to the rest of the building.
- d. If a total flooding system is operating, do not open up the enclosure until the powder has fully extinguished the fire and any hot objects which can act as sources of re-ignition have cooled off. The chemical must be permitted to build up sufficient concentration inside the enclosure to do the job - any premature "opening up" would nullify its operation.
- e. If it is necessary to enter an enclosure in a heavy concentration of dry chemical to close up openings or effect a rescue, wear self-contained breathing apparatus and go in pairs.
- f. Where portable extinguishers are available, these can often be used to help the automatic system.
- g. Before leaving the scene of an incident where a system has operated and after you have completed your overhaul and salvage work, be sure that steps are taken by the plant's management to restore the system to a condition of readiness.
- h. Before leaving the scene the Health Department should be notified of the problem so that they may investigate for contamination of food products.
- i. Always check out the possibility of fire on upper floors or in the attic whenever a grease duct fire occurs.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Halon Systems

- a. When responding to a fire where a total flooding system has operated in a room or vault, do not open the door until you are satisfied that the fire is out; do not open the door until sufficient time has elapsed to allow the gas to "soak" in and the material to cool so that re-ignition will not occur when the inert atmosphere is dissipated.
- b. When you decide to "open up", wear self-contained breathing apparatus and overhaul the fire right away to make certain that extinguishment is complete and to ensure against a rekindle.
- c. It is always well to "back up" any system, whether local application or total flooding and regardless of the agent, with suitable extinguishing capability, just in case the system fails to function as intended.
- d. During overhaul work, be sure to wear your self-contained breathing apparatus while placing fans to assist in the prompt ventilation of such areas; but do not merely move the combustion products to another location - be sure they are directed to the outside where they will not enter a basement or lie in some hole. Remember that Halon 1301 is about five times heavier than air, and is apt to settle in low places.
- e. Be sure that steps are taken by the facility's management to restore the system.

Carbon Dioxide Systems

- a. Be prepared to operate the system manually just in case automatic activation has not occurred.
- b. If, upon arrival, the warning alarm has already sounded, the occupants of the room have withdrawn, the doors have closed, and the CO₂ has already discharged into the area, do not open the door to "see for yourself."
- c. When responding to a fire being attacked by a local application system, you may be able to assist in the extinguishment by using a carbon dioxide portable extinguisher if one is available.
- d. Be prepared to handle flashback that may occur after the gas has dispersed, by having your supplementary extinguishing equipment ready for immediate use. But, be sure it is suitable for the type of fire, or you can make things worse.
- e. If it becomes necessary to enter a flooded room to affect a rescue or manually close some opening to seal up the enclosure; in such circumstances, not less than two firefighters, equipped with SCBA and life line should carry out the task.
- f. When ventilating a room which has been flooded with CO₂, portable fans can sometimes be used to assist in removing the gas, especially where the vault or room has no exhaust system of its own. In this initial opening up, be sure to wear self-contained breathing apparatus.
- g. Be sure that steps are taken by the facility's management to restore the system.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Foam Systems

- a. If the fire has not yet been extinguished, make sure that the system has not had any valves closed which would prevent the water from flowing, or electricity cut off, which would prevent the foam concentrate or water pumps from functioning.
- b. If the fire is still so small that the detectors have not yet operated, it may be possible to stop it with portable extinguishers before the system is activated.
- c. However, if there is a serious fire progressing beyond the capabilities of hand extinguishers, the system should be quickly tripped by hand (if not already operating) and backed up with additional protection in the form of foam equipped hand lines; high expansion foam generators and dry chemical extinguishers can also be used, providing these agents are compatible with the foam being applied by the system.
- d. If a large spill has occurred, but not yet ignited, any system designed to protect this area could be manually operated to provide a protective foam blanket as an interim precaution while the leak is being stopped and the spill removed.
- e. Do not nullify the effectiveness of the foam by turning water streams into a tank or diked area, for not only will this break up the continuity of the surface blanket, but can cause the foam to overflow the container and may even wash flammable liquid over the sides and spread the fire.
- f. Remember that some systems are designed to provide insulation and exposure protection, as well as extinguishment of spill fires; such is the case where foam spray nozzles are located over the vessel to be protected, so be careful not to wash away this foam protection with your hose lines. The use of high velocity fog nozzles may be helpful, however, in shielding other tanks or processing equipment in the vicinity.
- g. On very extensive fires, setting up portable monitor nozzles, ladder pipes and elevated master streams, in locations where they can provide good exposure protection with minimum risk to firefighters, may be a good course of action.
- h. After the fire is extinguished, and before returning to your quarters, advise the facility's management of their responsibility to restore the foam system to service.
- i. In the event that any auxiliary fire suppression system is used during an incident, the OIC shall notify the fire prevention bureau for follow-up.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

3.8 – Ladders

Purpose:

To define and standardize basic ladder operations and care.

Scope:

Proper placement and safe usage of ground ladders on the fireground is a basic component of the overall operations at incident scenes. Ladders facilitate many other operations on the fireground. Ladders provide a means of access, a means of egress, ability reach to areas we would not otherwise be able to access, a means of rescue, support for personnel and many other benefits.

General:

Ladder placement is extremely important at incident scenes, both for safety of personnel and any potential victims. Officers should assign crews to erect ladders wherever they are needed or might be needed for access, egress, or rescue.

3.8.1 – Ground Ladders

Ladder Use:

- a. For normal climbing, ladders should be erected at an approximate angle of seventy degrees for proper placement. The base of the ladder should be placed at a distance of one-quarter ($\frac{1}{4}$) of the working height. There are situations when ladders may specifically be erected at other angles for special purposes.
- b. Always check for overhead wires before erecting any ladder. Do not place any ladder within ten feet of any power line.
- c. The halyard of an extension ladder should be tied off as soon as the ladder is properly placed and before anyone climbs the ladder. The halyard serves as a safety backup should the pawls fail or if they are not properly locked in. The ladder halyard should be tied off with a clove hitch such that the halyard does not touch the ground.
- d. The pawls should be viewed from the ground to ensure that they are locked in correctly. Everyone climbing the ladder should check all pawls as they pass them to ensure that they are properly locked in.
- e. Where ground ladders are used, they must either be footed or secured at the top, bottom, or both. This will prevent the ladder from sliding out away from the building and/or sliding down the side of the building when in use.
- f. When footing a ladder, it should be done from the side away from the structure. This method affords the footer a better view of operations on the ladder and keeps him/her more removed from the danger of falling objects or debris.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- g. The simplest methods should be used for carrying and erecting all ladders. Whenever possible the proper number of personnel should be used to carry and erect ladders. Proper lifting techniques should be used, bending at the knees instead of with the back in order to prevent injuries.
- h. Any firefighter performing operations from a ladder (other than a roof ladder placed on a flat surface) is to utilize either a leg lock or a ladder belt to tie in to the ladder. This is a safety precaution against accidental falls.
- i. Firefighters should avoid overloading ladders whenever possible. A good rule of thumb is one firefighter every ten feet. There are times when this may be impossible to do, such as when performing a window rescue where a firefighter may be carrying a victim down a ladder with a second firefighter assisting the first.
- j. Any ladder removed from the apparatus and not used must be placed in such a position that it is not a tripping hazard. It must not be leaned against the truck where the apparatus exhaust will expose it to excessive and damaging heat or where it may be run over.
- k. Ladders must not be left unattended where they may be exposed to direct impingement by flames. Any ladder that has been exposed to excessive heat or flames, or has suffered any physical damage must be tagged, and removed from service pending repairs and recertification or replacement.
- l. Whenever conditions allow, a ground ladder shall be placed at each level of the upper floors whenever firefighting personnel are operating above the first floor. Ladder(s) will allow a secondary means of egress should fire conditions deteriorate and emergency evacuation of the structure is ordered.
- m. Precautions must be taken by all parties involved in erecting or taking down a ladder to prevent any finger, hand, or foot injuries. Proper communication between team members during operations is the key to success.

Ladder Placement:

- For rescue: The tip should be placed at or just below the sill of a window.
- For firefighting: The tip should be set 1-2 rungs into the window on either the left or right side.
- For ventilation: The ladder should be on the windward side, with the tip level with the top of the window.
- For roof operation: The ladder should be 3-5 rungs above the roof edge.
- Roof ladder hooks should be deployed on ground level before placing the roof ladder into position.

To use a ladder as an overhead anchor point for lowering a person or load by rope, or to use a ladder as a location to play a nozzle through a window from a position over a rung, the ladder



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

should be erected directly in front of the window being used. It should extend to the wall at least one rung above the window.

Maintenance:

- a. Ladders should be inspected monthly and after each use. Inspect pulleys, halyards and pawls for any defects or damage. Check heat indicators for potential exposures. Check roof hooks for proper function. Lubricate, wash, repair or remove ladders from service as needed.
- b. Ladders should be maintained free of dirt and grime. They should be washed thoroughly with mild detergent and rinsed thoroughly with water.
- c. Nicks and burrs should be filed off with a fine file to prevent injury.
- d. Missing hardware (i.e. nuts, bolts, and rivets), cracked welds, loose rungs, discoloration, warping, or broken pawls are grounds for removal of a ladder from service. All appropriate documentation and notification needs to be made to ensure the ladder is replaced or repaired quickly.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

3.9 – Ventilation

Purpose:

Provide operational considerations for personnel at fire incidents where the removal of heated air, smoke, and fire gases will aid in search, victim removal and fire extinguishment.

General:

Safety:

- a. All personnel will wear appropriate PPE per policy during all ventilation operations. SCBA shall also be worn unless specifically exempted by the IC.
- b. Always ensure a second means of egress whenever operating on a roof.
- c. Check the roof for structural integrity before stepping on it and throughout the operation. The degree and extent of any signs of weakness must be considered before committing personnel above the fire.
- d. Never guide a hose stream into a ventilation hole.
- e. Roof ladders shall be used for operations on any roof where the roof pitch presents a problem or crews cannot effectively operate aerial ladders or aerial platform appliances.

Horizontal Ventilation:

- a. Should be considered when the fire has not yet involved the attic area of a structure.
- b. Permits for the rapid advance of the attack line to the immediate fire area.
- c. Opening a door or window on the windward side before creating an opening on the leeward side may pressurize the building, potentially intensifying the fire and spreading the fire to uninvolved areas.

Vertical Ventilation:

- a. Relieves the upper portions of the building of heat, smoke and gases. This prevents possible early extension of the fire and it increases the survival time of unconscious or trapped victims.
- b. Permits more thorough search and examination above the fire.
- c. Relieves the occupancy of smoke and heat aiding the escape of occupants and allows for an aggressive interior fire attack.
- d. Creates a vertical draft which channels the products of combustion, limiting horizontal spread and making control easier.
- e. Permits advance above the original fire area to search and cut off fire extension.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- f. Adequate size ventilation holes must be cut and opened if ventilation is to be successful. Ventilation hole(s) of at least four by four foot square (4'x4') or 10% of roof surface of the involved area is a rule of thumb to consider.
- g. Ventilation must be coordinated through exterior and interior crews to affect a positive outcome.

Positive Pressure Ventilation:

- a. Make certain that the cone of air from the fan covers the entire entry opening.
- b. Keep the sizes of the exit opening and entry opening proportional.
- c. PPV operation should only be used once the fire has been knocked down or to ventilate an occupancy of gas/smoke conditions.
- d. Be aware that hidden fires can be accelerated and caused to spread throughout the fire building.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

3.10 – Search/Rescue

Purpose:

To outline the procedure for searching for victims in buildings involved in fire or other emergencies.

General:

Safety:

- a. All personnel will wear appropriate PPE and SCBA per policy during all interior search operations.
- b. Continuously monitor fire conditions and structural integrity that may affect the search or other interior operations and report as necessary to the IC.
- c. Search teams should always work in teams of two (2) or more in contact with each other.
- d. Maintain contact with a wall, hose line, or tag line whenever visibility is obscured.
- e. Search systematically to increase efficiency and reduce the possibility of becoming disoriented.

Primary Search:

- a. Primary search is a rapid but thorough search that is performed either before or during fire suppression operations.
- b. It is standard operating procedure to extend a primary search in all involved and exposed occupancies which can be entered. Command must structure initial operations around the completion of the primary search. Primary search means companies have quickly gone through all affected areas and verified the removal and/or safety of all occupants.
- c. Time is the critical factor in the primary search process. Successful primary search operations must necessarily be extended quickly and during initial fire stages.

Secondary Search:

- a. A secondary search is conducted after the fire has been brought under control and is a slower, more methodical search that ensures no one was overlooked during the primary search.
- b. Secondary search should preferably be completed by different companies than those involved in primary search activities. Thoroughness, rather than time, is the critical factor in secondary search.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Rescue:

- a. Rescue efforts should be extended in the following order:
 - Most severely threatened
 - The largest number (groups)
 - The remainder of the fire/hazard area
 - The exposed areas
- b. When primary search companies encounter and remove victims, Command must assign other companies to continue to cover the interior positions vacated by those companies.
- c. All initial attack efforts must be directed toward supporting rescue efforts and hose lines must be placed in a manner to control interior access, confine the fire, and protect avenues of escape.
- d. Normal means of interior access (stairs, halls, interior public areas, etc.) should be utilized to remove victims whenever possible.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

3.11 – Loss Control

Purpose:

To describe the process to reduce, and in many cases eliminate, certain losses experienced during and following fires and other types of incidents and promote good customer service.

General:

Loss Control:

- a. The philosophy of loss control is to minimize the damage and provide customer service through effective mitigation and recovery efforts. The loss experienced by the owners/occupants of a structure as a result of a fire is devastating. There are many opportunities for effective loss control during property conservation, but the other two tactical priorities (rescue and fire control) present significant loss control opportunities as well.
- b. The most significant thing we can do to reduce damage is to put the fire out. As the fire travels, so does the damage. An aggressive interior attack may be the best step towards enhancing loss control efforts. Yet knowing that water will do significant damage to dry wall, furniture, and carpeting, means we have to control how much water is used.
- c. Unless interrupted, the hot smoke produced by fire will move throughout the structure. After fire control, closing or opening doors in the structure will help reduce smoke damage during ongoing ventilation efforts.
- d. Cutting a hole in the roof is also favorable. Rapid removal of smoke improves firefighter's ability to conduct search and rescue operations as well as effective fire control and salvage operations. Once the fire is extinguished and the embers cooled it is necessary to exhaust smoke. Avoid blowing it throughout the structure and continue to ventilate during overhaul. Take smoldering materials such as a couch outside for overhaul.
- e. When appropriate, turn off the ventilation system in the building. The AC system will expose the remainder of the structure and might contaminate the air handling system (which could require its replacement).

Salvage:

- a. Salvage operations most often involve early smoke removal and covering building contents with salvage covers or plastic. In some cases, the contents of all threatened areas, where appropriate, can be removed to a safe location. When removal is not practical, contents should be grouped in the center of rooms, raised off of the floor and covered to provide maximum practical protection.
- b. The following items should be considered when addressing salvage.
 - Type, value and location of contents.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- The extent and location of the fire.
 - Recognition of existing and potential damage sources.
 - Estimate of required resource
- c. Salvage efforts should begin in areas most severely threatened by damage. In most cases that will be areas directly adjacent to or below the fire area. Additional salvage activities should expand outward until all areas of potential loss are secured.

Overhaul:

- a. Overhaul is an action undertaken to insure the complete extinguishment of fire. Overhaul includes opening of concealed spaces to insure that all hidden fire has been extinguished and manually separating burned from unburned material to permit final extinguishment.
- b. In any case where the interior finish (plaster, sheet rock, paneling, etc.) has been damaged (charring) by the fire, the wall or ceiling will be opened to determine if the fire has extended into concealed structural spaces. Crews will be assigned to check for extension on the floor(s) or spaces above the fire. Walls, framed out spaces, pipe chases, and other vertical avenues of fire travel will be thoroughly examined to determine the extent of fire travel.

Extension Priorities:

- a. The following priorities will be used when checking for extension of fire:
- Interior and exterior walls and framed out spaces above the areas of most severe fire damage
 - All other areas above the fire.
 - Interior and exterior walls and framed out spaces below the areas of most severe fire damage.
 - All other areas below the fire.
- b. Anticipate fire spread. This is not only the job of the Incident Commander. The Operations Officer, Safety Officer, Company Officers, and all firefighters must anticipate fire travel and take appropriate action (within their assigned function or area) to confine the fire.
- c. When there is any doubt regarding the involvement of a concealed space, open it up quickly. Confinement and extinguishment are based on getting ahead of the fire. If extension is found quickly move ahead of the fire and open it up. Remember fires must be confined before they are finally extinguished.
- d. When performing overhaul, personnel must continue to use SCBA. A substantial volume of toxic products of combustion are produced after extinguishment of surface fire.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- e. Overhaul should be initially limited to that action required insuring complete extinguishment. It may be necessary to interrupt complete overhaul to perform investigation of the fire's cause and origin.

Evidence Preservation:

- a. Companies performing overhaul should continuously weigh the importance of preserving evidence with the desire to immediately remove debris and completely extinguish all traces of fire. In some cases, it may be necessary to monitor spot fires until investigators arrive on the scene. Walls should be opened from the opposite side whenever possible to preserve burn patterns. Whenever possible evidence should remain untouched, undisturbed, and in its original location. Where circumstances prohibit this, evidence should be removed under the direction of a fire investigator or company officer.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

3.12 – Accountability

Purpose:

This guideline will establish a uniform procedure that will provide the Incident Commander (IC) with a system to track, locate and account for all personnel at the emergency incident.

Scope:

The accountability system will provide a simple and effective way to track personnel on the emergency scene. The system shall be used when there is an emergency operation that goes to a second alarm, or if the IC initiates it sooner.

General:

- a. All Holden Fire Department Apparatus are equipped with a ring mounted within the vehicle, generally in the reach of the officers seating position.
- b. Accountability Tag: The card is a 2 x 4 inch plastic card with the firefighter's name, rank, picture affixed to the front side and name, rank, call sign on the back. Each firefighter is issued 2 accountability tags.
- c. All Holden Fire Department Apparatus are equipped with a ring at each riding position.

Emergency Incident:

- a. The IC will have the responsibility of being or assigning an Accountability Officer (AO) to track and locate fire fighters during the emergency. This will be any department member, firefighter or personnel that have knowledge of the Apparatus Accountability Tag System.
- b. First arriving companies: The first arriving company will give a brief initial report (BIR) of conditions. Prior to exiting the apparatus, all members on board will clip one accountability tag to the ring at their respective riding position. The officer of the first company will be responsible collecting the 2nd tag from each crew member and affixing them to the master ring in the vehicle.
- c. Upon establishment of a command post outside the action area, the IC shall cause all accountability tags from initial companies to be collected and brought to and maintained at the command post.
- d. Additional Alarm Companies: As additional alarm companies arrive the officer will take their accountability tags and report to the IC for orders and to deliver their company accountability tags to the appropriate location.
- e. Designation of Accountability Officer: The IC will appoint an AO to track and locate firefighters; the AO will have the sole and ONLY responsibility of accountability. The AO will be positioned near the IC or as directed by the IC upon designation. Any additional



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

arriving company reporting to the emergency will report to the AO and give their company accountability tags before engaging in the emergency operation.

- f. Completion of assigned task: As tasks are completed, the crews must report to the IC to inform them the task has been completed. At this time the IC may reassign crews or have them exit the building and report to the IC. At this point, it is the responsibility of the AO to note the new job or location of the crew.
- g. Radio Roll Call: The IC shall obtain a Personnel Accountability Report (PAR) at least once every half hour. At that time a PAR will be conducted. PAR will be conducted for any incident involving structure fire, hazardous materials, confined space or any incident that requires numerous personnel and time to mitigate.
- h. The mechanism for roll call will be the IC or Safety Officer's (SO) declaration to conduct a roll call. The AO will then radio each company in operation; the response will include accountability of crew personnel and current location. This will allow for the updating of the accuracy of the board.
- i. Emergency Roll Call: Any personnel (i.e. IC, AO, SO, or Firefighter) on the scene that has a concern for accountability may call for an emergency roll call. This procedure shall be conducted as follows; the person calling shall state the situation and request an emergency roll call. "E-3 to command missing one member, request an emergency roll call" then the roll call shall commence the same as above with the AO conducting and accounting of all personnel.
- j. Making up: When a crew completes its assigned tasks and is ready to depart the incident scene they must first report to the AO to collect their accountability tags prior to being released.

Individual Responsibility:

- a. All Members: All members are responsible for their tags, they must be kept serviceable and legible at all times. In the event the member loses or damages a tag, they will report it to their officer who will obtain a new one. If a member forgets to remove their tag from the apparatus, it is the responsibility of the on duty personnel to remove any such tag and place it with the members gear.
- b. Officer: The officer will assure the accuracy of the accountability tags in the apparatus at all times.
- c. Accountability Officer: the AO shall manage the accountability board, tracking of personnel by location and task as accurately as possible. The AO shall monitor the radio to assure the accountability board stays as accurate as possible and to monitor for personnel either operating on the scene that may not be on the board or may be in distress.
 - In the event the tactics change from offensive to defensive or an evacuation is ordered; the AO will do a company by company roll call to assure all personnel have exited the building. The officers or senior firefighters of each company shall account for their crews and report to the AO.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- If any personnel are determined to be missing and they cannot be located outside the building then a Trapped/Missing Firefighter Response shall be initiated. The last known location of the missing crew shall serve as a starting point for the search effort and the Rapid Intervention Team (RIT) will be activated.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

3.13 – Rehabilitation

Purpose:

To maintain the physical and mental condition of members operating at the scene of an emergency or a training exercise and to ensure it does not deteriorate to a point that affects the safety and health of each member and the integrity of the operation.

Scope:

These guidelines shall apply to all emergency and training activities of the department where strenuous physical activity and/or exposure to heat or cold exist.

General:

The physical and mental demands associated with firefighting and other emergency operations, coupled with weather extremes including high temperatures and humidity, creates conditions that can have a direct impact upon the safety and health of our members. It is essential that firefighters are provided re-hydration and periods of rest at emergency scenes or training drills. Failure to address the environmental conditions can lead to fatigue, illness, and/or injury.

Responsibilities:

- a. Incident Commander: The IC shall consider the circumstances of each incident and make adequate provisions early in the incident for the rest and rehabilitation for all members operating at the scene. These provisions shall include, but not be limited to: medical evaluation, treatment, and monitoring; food and fluid replenishment; mental rest; and relief from extreme climatic conditions and other environmental conditions specific to the incident. The rehabilitation shall include the provision of EMS and CISD as appropriate.
- b. Officers: All officers shall maintain an awareness of the condition of each member operating within their span of control and ensure that adequate steps are taken to provide for each member's safety and health. The command structure shall be utilized to request relief and the reassignment of fatigued personnel.
- c. Personnel: During periods of hot weather, members shall be encouraged to drink water and activity beverages throughout the day. During any emergency incident or training evolution, all members shall advise their immediate superior when they believe that their level of fatigue or exposure to the elements could adversely affect themselves, their crews or the operation in which they are engaged. Members shall also remain aware of the health and safety of the other members in their crew.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Establishment of a Rehabilitation Sector:

- a. The IC will establish a Rehabilitation (Rehab) Sector when conditions indicate that rest and rehabilitation is needed for personnel operating at an incident scene or training evolution. A member will be placed in charge of the sector and shall be known as the Rehab Officer. The Rehab Officer will report to the IC.

Location:

- a. The location for the Rehab area will normally be designated by the IC. If a specific location has not been designated, the Rehab officer shall select an appropriate location based on the site characteristics and designations established herein.

Characteristics:

- a. The rehab area should:
 - Be far enough away from the scene that members may safely remove their turnout gear and SCBA, and be afforded mental rest from the stress and pressure of the emergency operation or training evolution,
 - Provide suitable protection from the prevailing environmental conditions,
 - Enable members to be free from exhaust fumes and noise of apparatus or equipment,
 - Be large enough to accommodate multiple crews, based on the size of the incident,
 - Allow for easy access and egress by EMS vehicles,
 - Allow for prompt re-entry to emergency operations upon complete recuperation.

Resources:

- a. The Rehab officer shall secure all necessary resources required to adequately staff and supply the rehab area. Necessary supplies and resources shall be requested through the IC. Supplies should include rehydration fluids, food, seating, and appropriate medical equipment.

Guidelines:

- a. Rehab should be considered by command during the initial planning stages of an emergency response. Climatic and environmental conditions of the emergency scene should not be the sole impetus for establishing a Rehab area. Any incident that is large in size, long in duration, and/or labor intensive merits consideration for establishing a Rehab area.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

3.14 – Rapid Intervention Team

Purpose:

To ensure that at each incident where the Incident Commander deems the need, a Rapid Intervention Team (RIT) is established and will be available to respond to a firefighter in distress.

General:

- e. At the scene of a confirmed structure fire, or other incident where there is a need for a RIT, the Incident Commander shall establish a RIT using available personnel that are arriving on the scene.
- f. The RIT shall perform a 360 degree size-up of the incident scene and ensure the placement of ground ladders on all sides of the building if it has not already been done.
- g. The RIT must be equipped and staged at a position to quickly enter the building when summoned by the IC.
- h. The minimum tool selection that should be carried by the RIT are, thermal imaging camera, assorted hand tools including an axe and halligan, 200 feet of search rope with carabiner, SCBA RIT pack, chain saw, K12 and a stokes basket.
- i. RIT members shall be assigned to operate on the fireground frequency.
- j. If a firefighter calls a MAYDAY and states his/her location, identification and problem, the IC will immediately dispatch the RIT to assist the firefighter in distress. All other firefighters operating on the fireground who are not part of the RIT, or the firefighter in distress shall switch to an alternate radio frequency in order to clear the fireground channel. District 8 red or blue channels are an option. The IC shall strike a 4th alarm for additional resources and shall assemble a secondary RIT to standby and assist the first RIT if needed. If already at a 4th alarm, strike an additional alarm. (if we are at a 5th alarm and the RIT is deployed, the IC will have the Mid-state Control Point contact and request additional resources.
- k. Once the RIT has made entry into the structure, the RIT leader will assume responsibility for radio communications with the downed firefighter.
- l. All radio traffic should be limited at the time of the MAYDAY as to facilitate communications between the downed firefighter and the RIT.
- m. The RIT shall communicate with IC when the downed firefighter has been located.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

3.15 – Driver Safety

Purpose:

Provides for the safe and effective operation of emergency vehicles.

Scope:

All personnel shall be charged with the responsibility of operating personal vehicles and apparatus in a safe manner so as to prevent accidents and injury during the performance of their duties.

General:

- a. The driver of each Department vehicle has the responsibility to drive safely and prudently at all times. Vehicles shall be operated in compliance with MGL c 89. This law provides specific legal exceptions to regular traffic regulations which apply to fire department vehicles only when responding to an emergency incident or when transporting a patient to a medical facility.
- b. Emergency response does not absolve the driver of any responsibility to drive with due caution. The driver of the emergency vehicle is responsible for its safe operation at all times. The officer in charge of the vehicle has responsibility for the safety of all operations.

Speed Limit:

- a. MGL c 89 allows emergency vehicles to exceed the posted speed limit. However, Department vehicles may exceed the posted speed limit only when responding with emergency lights and sirens under favorable conditions, and then by no more than ten (10) mph. This applies only with light traffic, good roads, good visibility, and dry pavement. Under less than favorable conditions the posted speed limit is to be strictly adhered to. Drivers are responsible for operating in a safe and prudent manner at all times. Special caution should be exercised when operating in residential neighborhoods. Drivers should be alert for possible pedestrian traffic at all times.

Warning Lights and Sirens:

- a. The use of lights and sirens does not automatically give the right of way to the emergency vehicle. Warning lights and sirens request the right of way from other vehicles based on their awareness of the presence of the emergency vehicle. Emergency vehicle drivers must make every possible effort to make their presence and intended actions known to other drivers, and must drive defensively to be prepared for the unexpected inappropriate actions of others. The following outlines the response procedures:
- b. The response procedures for the use of red lights and sirens are to provide a standard for the safe and effective response by all on duty, on call, and off-duty career personnel and apparatus.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- c. There are two (2) modes of response by members and apparatus of the Holden Fire Department depending upon the nature of the incident they are responding to. The two (2) modes are as follows:
 - Non-Emergency Response – Code Yellow or “flow of traffic”.
 - For responding to non-emergency incidents, returning to quarters or when advised to proceed in this mode by Command.
 - All warning lights and sirens turned off.
 - Drive at normal speeds and obey all traffic controls.
 - Emergency Response – Code Red
 - For responding when there is a risk to life or the risk to property is significant.
 - All warning lights on.
 - Sirens and air horns will be used as appropriate (when needed).
 - Motor vehicle laws must still be obeyed.
- d. Non-Emergency Response will be used for apparatus, whenever they are responding for; station coverage, lockouts, alarm malfunctions, trouble alarms, CO alarms w/o illness, burning without a permit, or when it is clear from the WRECC, police reports from the scene or fire reports from the scene that no emergency exists.
- e. Emergency response will be used for apparatus whenever they are responding for; structure fires, smoke in a building, automatic fire alarms, motor vehicle accidents, EMS calls, hazardous materials and transportation accidents, lock-ins, minor fuel spills at accidents, outside investigations, wires down, outside trash fires and any other incidents where reasonable firefighters would expect that there is a risk to life or a significant risk to property damage.
- f. The Incident Commander will specify the level of response for additional responding units once they are on location as part of the incident update. Personnel responding in apparatus will adjust their response accordingly.
- g. Use sirens appropriately. In the middle of the night a siren may not be needed as much as in the day.
- h. Be prepared for the unexpected when using warning devices. Warning devices do not replace rules of the road.
- i. The member in the officer’s seat will control operation of the siren and radio.
- j. Non-department personnel will not ride on apparatus during emergency response.
- k. If you have consumed alcohol prior to your response, do not respond to the incident



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Intersections:

- a. Intersections present the greatest potential danger to any emergency vehicle. When approaching and crossing an intersection with the right of way, drivers shall not exceed the posted speed limit.
- b. When approaching an intersection without the right of way, emergency vehicles shall come to a complete stop. When approaching a yield sign the vehicle shall slow to not more than ten (10) mph. Only after determining that it is safe in all directions may the vehicle proceed cautiously through the intersection. The operator of the emergency vehicle must be able to account for all traffic in all oncoming lanes. If there is any doubt the operator shall wait until it can be confirmed that it is safe to proceed.

School Buses:

- a. When responding to alarms, vehicles shall stop for school buses loading and unloading as required by Chapter 89; Section 7B. If the bus driver gains control of all students, turns off the warning signals, and acknowledges the presence of the emergency vehicle, then the driver may continue to the incident.

Privately Owned Vehicles:

- a. Personnel responding to recalls in privately owned vehicles (POV'S) shall comply with all provisions of the Mass General Laws, Chapter 89 at all times. Use of red lights on POV's does not give the driver any special rights or privileges. Failure to use due care and caution will result in revocation of the red light permit by the Chief. For purposes of the MGL, POV's are not considered emergency vehicles.
- b. Members of the Holden Fire Department are prohibited from responding to active fire scenes both in town or mutual aid in POV's unless otherwise directed by the incident commander.

Red Light Permits:

- a. Personnel wishing to operate emergency lights in their POV must obtain an application and permit from the Chief. Permanently affixed lights or light bars mounted to the roof, or displayed on the roof when not in use, will not be allowed. Auxiliary and Recruit department members are not eligible for a red light permit.

General Safety Precautions:

- a. When the first unit reports on-scene with nothing showing any additional units shall continue to respond Code Red but shall not exceed the posted speed limit.
- b. Drivers should avoid backing up whenever possible. When it is unavoidable, guides shall be used at all times. Guides shall remain in visual and radio contact with the driver, preferably at the left (driver's side) rear corner of the apparatus (See policy 2.7).
- c. In accordance with MGL, all personnel shall use seat belts at all times when operating or riding in a Department vehicle.
- d. Compartment doors excluding PPE storage areas shall not be left open and unattended. Gear may hang on apparatus but doors shall be closed.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- e. All personnel shall only ride in regular seats provided with seatbelts. Riding on tailboards or other exposed positions (i.e. back of pick-up trucks) is not permitted on any vehicle at any time.
- f. During an emergency response, fire vehicles are not to pass other emergency vehicles unless they can communicate their need to do so through the radio.

Off Road Operations:

- a. Under no circumstances is any piece of fire apparatus, with the exception of the Forestry units, to be taken off the road without the specific permission of the Chief or his designee, or in their absence with the permission of the Incident Commander.
- b. Granting of permission to leave the road will be based on a risk vs. benefit analysis. Life safety will be the only criteria considered when granting permission to leave the road. If permission is granted by the Incident Commander his/her reasons for doing so and the basis of their analysis will be outlined on the MFIRS report.

Emergency Response Policy:

- a. Prompt safe response shall be attained by:
 - Leaving the station in a safe manner.
 - Making sure that the apparatus is completely out of the station before closing the overhead door and not talking on the radio until the truck has left the bay.
 - Driving defensively and professionally at safe speeds.
 - Plan your route taking into account traffic, type of road, construction, etc.
 - Appropriate use of warning devices.
 - Approach the scene with caution.
 - Ensure the vehicle has stopped full and brakes are set before dismounting

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

3.16 – Department Driver Training for Apparatus

PURPOSE:

To provide assurance that all personnel are notified of levels of apparatus training requirements.

SCOPE:

This guideline shall apply to all personnel of the stages of apparatus training levels.

POLICY:

Holden Fire Department apparatus is divided into four (4) levels as follows;

- Level 1 Sq-1, Sq-2, F-1, F-2, Car 1, 2 & 3 and ATV
- Level 2 EMS vehicles
- Level 3 Engine 1, 2 and 3.
- Level 4 Engine 4 & Tower.

Members may be trained to drive apparatus at the following stages;

- Recruit Members Level 1
- EMT's Level 1 & 2
- Firefighters Level 1, 2, 3& 4

Members who wish to begin the driver training process must meet with and be approved by a department Officer.

Once approved the trainees must attend the classroom session of Driver Operator Orientation with a member that developed the training program.

Once the classroom portion is completed the member can work with the apparatus officer to complete individual apparatus training. Fulltime officers will handle training on Level 1 vehicles.

Officers conducting the training will follow the appropriate check off sheet. Once a trainee has been checked off as having the ability to demonstrate the various procedures on the check list, they may begin operating Level 1 and 2 vehicles. Before being signed off on Level 3 and 4 vehicles, drivers must have a final check ride evaluation with a Chief Officer.

Members should learn to operate one Level 3 apparatus at a time and develop proficiency before moving on to the next level. If a truck officer is asked to conduct training and does not feel the operator is ready to progress to another apparatus they can refer that person to the Deputy Chief. If a person is 'not ready' the truck officer should review the checklist and show that person what areas need improvement.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Due to the complexity of operating the Tower and Engine 4 these vehicles should be completed last and only after members have become proficient with other apparatus.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

3.17 – Safety at Roadway Emergency Incidents

PURPOSE:

To establish safety procedures for Fire Department members when operating in, on or adjacent to any roadway.

SCOPE:

This guideline shall apply to all personnel and any other individuals who are operating in areas where they could be endangered.

POLICY:

Emergency responders who operate in or adjacent to roadways are always subject to the possibility of injury or death from driver inattention and vehicular traffic. While personal safety vests do not insure complete protection, their proper use does increase on-scene visibility and therefore decreases the possibility that an individual will be struck by a moving vehicle. All department issued safety vests will meet or exceed ANSI/ISEA 207-2010 standard for public safety vests to insure compliance with Federal Regulation 23 CFA Part 634, Worker Visibility

PROCEDURE:

Personal safety vests have been provided on all apparatus where needed and assigned to those personnel who may respond directly to a scene. Some members of the department have been issued High-Visibility jackets which comply with ANSI 207-2010 and these jackets may be used in place of the safety vest.

1. Personal safety vests or Hi-Visibility Jackets SHALL be worn by all personnel operating in or adjacent to any roadway as well as any other location where members are subject to exposure to vehicular traffic.
2. Prior to exiting the vehicle, personnel SHALL don their provided personal safety vest or Hi-Visibility Jackets.
3. It will be the responsibility of each crew member on the apparatus/vehicle to ensure the presence and availability of safety vests, when needed.
4. Personal safety vests SHALL be worn over the turnout coat or other clothing.
5. In situations where active fire suppression activities require the use of self-contained breathing apparatus(SCBA) and the use of a personal safety vest may compromise firefighter safety due to exposure to fire the use of a safety vest is not required. However, all care shall be taken to endure scene safety to include, apparatus placement that establishes a safe zone to protect personnel, affected travel lane or road closure, the use of safety cones or other traffic control devices, law enforcement, etc. Where needed.
6. In situations where personnel are not required to wear personal safety vests, as previously outlined in #5, upon fire extinguishment or elimination of the hazard that



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

would prohibit the use of a safety vest, those personnel SHALL immediately don their respective safety vest.

Examples where vest SHALL be worn but not limited to:

- a. Reduced visibility due to nighttime, environmental conditions, etc.
- b. Personnel visibility is compromised due to roadway or roadside obstructions.
- c. Hydrant operations and maintenance functions, including pre-emergency setup and post emergency pickup.
- d. Post fire extinguishment activities when operating in or alongside a roadway or vehicle passage area.

RESPONSIBILITY:

It will be the responsibility of the officer or individual in charge or the responding apparatus, vehicle or scene to insure that this policy is adhered to and enforced and all members SHALL comply with this policy.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

3.18 – Critical Incident Stress Debriefing

Purpose:

To provide an organized approach to the management of personnel having been exposed to or showing signs of traumatic stress experienced in the line of duty.

Scope:

When signs and symptoms associated with stress are recognized, the following steps are being instituted to assist in mitigating long-term trauma syndromes.

General:

- a. A critical incident can be any situation that causes firefighters to experience strong emotional reactions that have the potential to interfere with their ability to function at the scene or later. The following are examples of incidents that might result in a CISD response:
 - Major disaster/mass casualties
 - Serious injury, death, or suicide of a firefighter
 - Serious injury or death of a civilian resulting from emergency service operations.
 - Death of a child, or other incident involving profound emotional responses.
 - Any case that attracts unusually heavy attention of the news media.
 - Loss of life following an unusual or extremely prolonged expenditure of emotional and physical energy by the emergency services personnel.
 - Any unusual incident which produces a high level of immediate or delayed emotional response.
 - Accumulative trauma syndromes from long periods of incidents.
- b. A CISD team will provide education to members for the specific symptoms of PTSD and the policies, procedures, expectations, and services for obtaining help when needed. The team will also provide for emotional debriefing during and subsequent to major disasters and smaller scale trauma incidents as well. The Chief or IC will activate the CISD team.

Developed: 01/14

Revision: N/A

Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

400 – Incident Operations

This section presents the guidelines for scene operations at emergencies. It begins with the run order for various incidents, the establishment of ICS, and then carries through with guidelines aimed to help the department mitigate a variety of emergencies that may be encountered. All of the guidelines should adhere to accepted standards of firefighting and attempt to deliver the highest quality of service to the Town of Holden. All incidents are not the same and therefore sound judgment and experience shall be used in conjunction with these guidelines in order to affect a positive outcome.

4.1 – Run Order

Purpose:

To standardize the response order for apparatus from both stations to a variety of incidents and emergencies. The listed order is not steadfast and may be altered by department officers as needed with regard to the circumstances presented. An example would be if an officer chose to take Engine 4 ahead of Engine 2 because the incident is reported to be in a known area outside of the hydrant district.

4.1.1 – Fire Response

a. Still Alarms

With Station 2 Staffed:

- Engine from the closet station

With Station 2 NOT Staffed:

- Headquarters: Engine 2, Ambulance

b. Fire Alarm Activations (1st Alarm):

With Station 2 Staffed:

- Headquarters: Engine 2, Tower (Callback personnel)
- Station 2: Engine 1, Engine 3 (Callback personnel)

With Station 2 NOT Staffed:

- Headquarters: Engine 2, Ambulance, Tower (Callback personnel)
- Station 2: Engine 1 (Callback personnel)



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

c. Structure Fire:

With Station 2 Staffed:

- Headquarters: Engine 2, Tower (Callback personnel), Engine 4 (Callback personnel) Ambulance (Callback personnel)
- Station 2: Engine 1, Engine 3 (Callback personnel)

With Station 2 NOT Staffed:

- Headquarters: Engine 2, Ambulance, Tower (Callback personnel), Engine 4 (Callback personnel)
- Station 2: Engine 1 (Callback personnel) and Engine 3 (Callback personnel)

HOLDEN FIRE DEPARTMENT									
ALARM ASSIGNMENT									
Community:	Holden						DISTRICT: 1 / 4		
Local Alarm Level	TO FIRE						COVER		
Still	ENGINE 2	ENGINES		LADDERS	SPECIALS	CHIEFS	ENGINE HQ	ENGINE CHAF	LADDER
1st	ENGINE 2	ENGINE 1		TOWER	AMB				
Wrk Fire	ENGINE 4	ENGINE 3	STERLING(RIT)				RUTLAND	WEST BOYL.	STERLING
**2nd	RUTLAND	WEST BOYL.		STERLING			PRINCETON	STERLING	RUTLAND
3rd	PRINCETON	STERLING		RUTLAND			PAXTON	BOYLSTON	WEST BOYL.
4th	PAXTON	BOYLSTON		WEST BOYL.			HUBBARDSTON	STERLING	PAXTON
5th	HUBBARDSTON	STERLING		PAXTON			OAKHAM	LEOMINSTER	WORCESTER
6th	STATEWIDE FIRE MOBILIZATION PLAN								
7th									
8th									
9th									
10th									
additional available equipment	Working Fire: Red Cross								
Specialized Equipment	3rd Alarm: DFS Rehab								
Specialized Equipment	TANKERS:	PRINCETON	RUTLAND	PAXTON	OAKHAM	BOYL.	HUBBARDSTON	WESTMINSTER	
Specialized Equipment	DIVE TEAM:								
Specialized Equipment	FOAM:	HOLDEN							
DISTRICT 1 - EVEN SIDE OF MAIN ST FROM RUTLAND LINE / HIGHLAND, WACHUSETT, RIVER ST TO WEST BOYLSTON LINE									
DISTRICT 4 - HIGHLAND, WACHUSETT, RIVER ST TO WEST BOYLSTON LINE / EVEN SIDE OF MAIN STREET TO WORCESTER LINE									



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

HOLDEN FIRE DEPARTMENT ALARM ASSIGNMENT									
Community:		Holden					DISTRICT: 2 / 3		
Local Alarm Level	TO FIRE					COVER			
	ENGINES		LADDERS	SPECIALS	CHIEFS	ENGINE HQ	ENGINE CHAFF	LADDER	
Still	ENGINE 2			CAR 3/ AMB					
1st	ENGINE 2	ENGINE 1		TOWER	AMB				
Wrk Fire	ENGINE 4	ENGINE 3	PAXTON(RIT)			RUTLAND	WB	PAXTON	
**2nd	RUTLAND	WEST BOYL.		PAXTON		PRINCETON	STERLING	RUTLAND	
3rd	PRINCETON	STERLING		RUTLAND		PAXTON	BOYLSTON	WEST BOYL.	
4th	PAXTON	BOYLSTON		WEST BOYL.		HUBBARDSTON	STERLING	PAXTON	
5th	HUBBARDSTON	STERLING		PAXTON		OAKHAM	LEOMINSTER	WORCESTER	
6th	STATEWIDE FIRE MOBILIZATION PLAN								
7th									
8th									
9th									
10th									
additional available equipment	Working Fire: Red Cross								
	3rd Alarm: DFS Rehab								
Specialized Equipment	TANKERS:	PRINCETON	RUTLAND	PAXTON	OAKHAM	BOYL.	HUBBARDSTON	WESTMINSTER	
	DIVE TEAM:								
	FOAM:	HOLDEN							
DISTRICT 2 - ODD SIDE OF MAIN ST FROM THE RUTLAND LINE / RT 31 (RESERVOIR/SOUTH/PAXTON RD) TO THE PAXTON LINE DISTRICT 3 - RT 31 (RESERVOIR/SOUTH/PAXTON RD) TO THE PAXTON LINE / ODD SIDE OF MAIN ST TO THE WORCESTER LINE									

3/9/2018

HOLDEN FIRE DEPARTMENT ALARM ASSIGNMENT									
Community:		Holden					DISTRICT: NON-HYDRANT		
Local Alarm Level	TO FIRE					COVER			
	ENGINES		LADDERS	SPECIALS	CHIEFS	ENGINE HQ	ENGINE CHAFF	LADDER	
Still	ENGINE 1			SQUAD, EA					
1st	ENGINE 4	ENGINE 3		TOWER	PRIMARY EA				
Wrk Fire	ENGINE 1	ENGINE 2	WB L2(RIT)		TANKERS(SEE BELOW)	RUTLAND	PAXTON	STERLING	
**2nd	RUTLAND	PAXTON		STERLING		PRINCETON	STERLING	RUTLAND	
3rd	PRINCETON	STERLING		RUTLAND		HUBBARDSTON	BOYLSTON	PAXTON	
4th	HUBBARDSTON	BOYLSTON		PAXTON		BOYLSTON	WORCESTER	SPENCER	
5th	STERLING	WORCESTER		SPENCER		OAKHAM	LEOMINSTER	CLINTON	
6th	STATEWIDE FIRE MOBILIZATION PLAN								
7th									
8th									
9th									
10th									
additional available equipment	Working Fire: Red Cross								
	3rd Alarm: DFS Rehab								
Specialized Equipment	TANKERS TO THE SCENE:								
	WRK FIRE: PRINCETON, RUTLAND, STERLING, BOYLSTON, PAXTON								
	2ND ALARM: HUBBARDSTON, WESTMINSTER, OAKHAM								
3/9/2018									

d. Chimney Fire:

With Station 2 Staffed:

- Headquarters: Tower, Engine 2(Callback personnel)
- Station 2: Engine 1



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

With Station 2 NOT Staffed:

- Headquarters: Tower, Ambulance, Engine 2 (Callback personnel)
- Station 2: Engine 1 (Callback personnel)

e. Brush Fire:

With Station 2 Staffed:

- Headquarters: Forestry 1, Ambulance, Forestry 2 (Callback personnel) Engine 4 (Callback personnel)
- Station 2: Engine 1, Engine 3 (Callback Personnel)

With Station 2 NOT Staffed:

- Headquarters: Forestry 1, Ambulance, Forestry 2 (Callback personnel) Engine 4 (Callback personnel)
- Station 2: Engine (Callback personnel)

f. Carbon Monoxide Incidents:

No Illness Reported

With Station 2 Staffed:

- Engine from the closet station, Ambulance from other station.

With Station 2 NOT Staffed:

- Headquarters: Engine 2, Ambulance

With Reported Illness

With Station 2 Staffed:

- Engine from the closet station, Ambulance from other station.
- Additional Apparatus from respective stations (Callback Personnel)

With Station 2 NOT Staffed:

- Headquarters: Engine 2, Ambulance, Tower (Callback Personnel)
- Station 2: Engine 1 (Callback Personnel)



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

g. Vehicle Fires/ Dumpster Fire/ Other Outside Fires:

With Station 2 Staffed:

- Engine from the closet station, Car 3 if in Station 2 District.

With Station 2 NOT Staffed:

- Headquarters: Engine 2, Ambulance
- Station 2: Engine 1 (Callback Personnel)

h. Motor Vehicle Crashes: (No reported entrapment/ non-rollover/ No Fire)

With Station 2 Staffed:

- Ambulance (from the assigned district), Car 3

With Station 2 NOT Staffed:

- Headquarters: Ambulance, Car 3

i. Motor Vehicle Crashes: (With reported entrapment or rollover)

With Station 2 Staffed:

- Ambulance (from the assigned district), Car 3, Engine (from other station)

With Station 2 NOT Staffed:

- Headquarters: Ambulance, Engine 2
- Chaffins: Engine (Callback personnel)

j. Mutual Aid:

With Station 2 Staffed:

- Rutland/ Paxton/ Sterling/ Worcester- Engine 2 or Tower (with 3), Station 2 personnel to move up to Headquarters.
- West Boylston: Engine 1/ Car 3 (Officer)

With Station 2 NOT Staffed:

- Headquarters: Engine 2 or Tower (With 3)

Special Requests: Specialized equipment calls will be handled by the OIC as required.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

4.1.2 – EMS Response

With Station 2 Staffed:

- Ambulance from the assigned district, Car 3

With Station 2 NOT Staffed:

- Headquarters: Car 3, Ambulance

Developed: 02/14

Revision: 03/15, 07/19

Reviewed: 03/19, 07/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

4.2 – Incident Command System

Purpose:

This standard establishes guidelines for the establishment of command at fire and rescue incidents as well as outlines the components of the Incident Command System (ICS).

Scope:

The Holden Fire Department responds to a wide range of emergency incidents. In order to effectively manage personnel and resources and to provide for the safety and welfare of personnel, we will always operate within the Incident Command System at incident scenes.

General:

The Incident Command System (ICS) shall be implemented on all fire incidents, hazardous materials incidents, special rescue incidents, and EMS incidents which requires the response of two or more ambulances.

Responsibilities of Command:

- a. The Incident Commander (IC) is responsible for the following tactical objectives, listed in order of priority:
 - Provide for the safety, welfare and accountability of personnel.
 - Remove endangered occupants and treat the injured.
 - Stabilize the incident and provide for life safety.
 - Conserve property.
- b. The IC is responsible for developing and implementing an Incident Action Plan (IAP) that encompasses the listed tactical priorities while giving consideration to numerous incident factors including:
 - Weather
 - Terrain and Topography
 - Occupancies and Exposures
 - Life Hazards
 - Availability of Resources
 - Time of Day/Day of the Week/Season
 - Other (holidays, social conditions, traffic conditions, etc.)



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Function of Command:

- a. The functions define the standard activities that are performed by the IC to achieve the tactical objectives. As Command is transferred, so is the responsibility for these functions. The first six (6) functions must be addressed immediately from the initial assumption of Command.
 - Assume and announce Command and establish an effective operating position (Command Post).
 - Rapidly evaluate the situation (size-up).
 - Initiate, maintain, and control the communications process.
 - Deploy appropriate resources.
 - Identify the overall strategy, develop an incident management plan, and assign companies and personnel consistent with plans and standard operating procedures.
 - Develop an effective Incident Command organization.
 - Review, evaluate, and revise (as needed) the Incident Action Plan.
 - Provide for the continuity, transfer, and termination of Command.

Types of Command:

- a. Fixed Command
 - Overall incident management should utilize a fixed position of command.
 - Fixed command implies that a Command Post is established in a safe, secure environment that allows for an efficient, effective operation.
- b. Mobile Command
 - As the name applies, Mobile Command indicates movement on the part of a Commander. This normally should be limited to Sector Commanders.
- c. Forward Command
 - Means to lead from the front and is the exact opposite of a Fixed Command position.
 - Utilized when the incident requires further investigation or immediate, aggressive action where passing Command may not be appropriate.
- d. Unified Command
 - Unified Command brings together the IC's of multiple agencies operating at a single incident in order to coordinate an effective response while allowing them to carry out their jurisdictional responsibilities.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- Utilized whenever multiple jurisdictions are involved in a response effort.

Establishing Command:

- The first department officer or unit to arrive on-scene shall assume command of the incident. The initial IC shall remain in Command until Command is transferred or the incident is stabilized and Command is terminated.
- Upon initial arrival, the following shall be transmitted to Dispatch:
 - Unit identification.
 - Brief Initial Report (BIR).
 - Assumption and identification of Command.
- The BIR should be a brief description/size-up of the situation found upon arrival. The following information may be provided:
 - Building size/occupancy/construction
 - Obvious conditions (Haz-Mat release, vehicles involved, number of patients)
 - Brief description of action being taken.
 - Declaration of strategy (offensive/defensive operation).
 - Instruction to other units.
 - Request for additional assistance (additional alarms, strike teams, etc).
- The following is an example of a BIR:
 - *“Engine 1 on arrival, two story wood-frame residential, fire showing from the second floor Delta side, beginning interior operations, Engine 1 will have Main Street Command.”*
- The IC shall be responsible for assigning sectors, branches and divisions as necessary. At the conclusion of the incident, the IC is responsible for returning companies, terminating Command, and conducting a post incident analysis.

Components of Command:

- At the discretion of the IC, the following positions may be utilized dependent upon the needs of the incident:
 - **Communication Officer:** A person designated by the IC to conduct radio and or phone traffic and relay information to the IC. This is so the IC may do planning without being interrupted by status and other reports.
 - **Liaison Officer (LO):** Is the point of contact for assisting or coordinating other agencies. The LO acts as the diplomat in the case of an agency's lack of familiarity with ICS. The goal of the LO is to eliminate the desire for agencies to set up



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

separate Command Posts and integrate the supporting agencies into the incident through ICS.

- Safety Officer: Monitors and assesses the safety hazards and unsafe situations to develop measures for ensuring personnel safety. The Safety Officer relieves the IC of this responsibility and makes IC aware of potential problems. The Safety Officer has the authority to bypass the chain of command when it is necessary to correct unsafe acts that put personnel in imminent danger.
- Staging Officer: The person in charge of the staging area, records equipment and personnel available or in rehab status.
- Logistics Officer: Is responsible for providing for facilities, services and material needed for the incident. That may include; food or fluid replacement, rest rooms, fueling of apparatus, and other support/resources for the incident.
- Public Information Officer (PIO): Is the contact for media and other appropriate agencies. The PIO is the central clearing point for all information from any agency at the incident reducing the possibility of conflicting information.
- Operations Officer: The person responsible for executing the plan as established by the IC and managing personnel operating at the incident.
- Finance Officer: Is responsible for managing the financial resources needed for large scale incidents.

Passing Command:

- a. Command may be passed from one IC to another by the following means:
 - The person who will be assuming command must be present on-scene before transferring command to them.
 - The first arriving officer may request another officer to establish Command if it is operationally necessary.
 - Command does not necessarily have to be passed to a ranking officer upon their arrival. Command shall be passed in an effort to improve the quality of command.
 - Command shall be transferred at the Command Post and should be done in a face-to-face meeting with a review of the general incident status. Dispatch shall also be notified of the change in IC.

Developed: 02/14

Revision: N/A

Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

4.3 – Fire Ground Operations

Purpose:

To standardize the response to a variety of structural incidents and fires; fire alarm activations, sprinklered and non-sprinklered buildings, basement fires, confined space fires, multiple alarm fires and high-rise operations.

4.3.1 – Standard Geographic Designations

- a. The street side or address side of the building shall be designated as Side Alpha.
- b. The remaining sides shall be labeled in a sequential clockwise fashion: Side Bravo, Side Charlie, and Side Delta.
- c. The interior floor shall be designated as follows: Basement (Basement), Division 1 (Ground Floor), Division 2 (Second Floor), Division 3 (Third Floor), Attic (Attic), Roof (Roof), etc.
- d. Exposures will be designated by the corresponding side of the building, i.e. Exposure Bravo is adjacent to Side Bravo.

Developed: 03/14

Revision: 03/19

Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

4.4 – Active Shooter/Hostile Event Response

Purpose:

To establish guidance for a unified multi-agency/multi-jurisdictional response to an Active Shooter/ Hostile Event Response (ASHER), which serves to maximize survivability of victims using current industry recognized best practices for the deployment of Rescue Task Forces with Force Protection and the use of specialized hemorrhage control equipment.

General:

- a. Recent Active Shooter incidents reveal that traditional practices of first responders need to be realigned and enhanced to improve survivability of victims and the safety of first responders caring for them.
- b. Active Shooter/ Hostile Events range from extensively planned terror-related events to unplanned, revenge-motivated or random acts of violence. Active Shooter, Improvised Explosive Device (IED) detonation, and all other hostile acts resulting in multiple casualties would fall under the parameters of this operational guidance.
- c. Experience has shown that the number one cause of preventable death in victims of penetrating trauma is hemorrhage.
- d. Current literature supports the rapid deployment of Fire/EMS personnel integrated with law enforcement protection moving into a semi-secure warm zone providing rapid treatment and extrication of casualties in order to improve survivability during ASHER events.

Definitions:

- AARs- After Action Reports
- AMBULANCE EXCHANGE POINT(AEP)-A geographical location where transport vehicles are available to transport casualties.
- AMBULANCE TASK FORCE(ATF)- A group of five ambulances of the same type, either Advanced Life Support (ALS) or Basic Life Support (BLS), with common communications and a leader in a separate command vehicle.
- Active Shooter/Hostile Event Response(ASHER)-An incident where one or more individuals are or have been actively engaged in harming, killing, or attempting to kill people in a populated area by means such as firearms, explosives, toxic substances, vehicles, edged weapons, fire or a combination thereof.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- **CASUALTY COLLECTION POINT (CCP)**- An area protected by law enforcement, designated for the assembly of victims in need of further treatment and transport to definitive care.
- **CONCEALMENT**- Protection from observation (out of sight, not solid barrier)
- **CONTACT TEAM**- A team of law enforcement officers tasked with locating the suspect and neutralizing the threat.
- **COVER**- Protection from direct fire (solid barrier).
- **EMERGENCY OPERATIONS CENTER (EOC)**-The physical location at which the coordination of information and resources to support incident management activities normally takes place.
- **FIRE/EMS ROOM BOSS**-Individual in the CCP that oversees triage, treatment and extraction.
- **FORCE PROTECTION GROUP (FPG)**- A team of armed Law Enforcement providing protective cover to RTF's for entry into warm zones
- **INCIDENT COMMANDER (IC)**- The individual, regardless of rank, responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources.
- **INCIDENT COMMAND POST (ICP)**-A stationary work location used by the incident commander or a unified command for the purposes of command and control.
- **JOINT INFORMATION CENTER (JIC)**-A location used to coordinate critical emergency information, crisis communication and public affairs functions.
- **MASS CASUALTY INCIDENT (MCI)** - any incident in which emergency medical services resources, such as personnel and equipment, are overwhelmed by the number and severity of casualties.
- **NOTIFICATION AND REUNIFICATION CENTER**- A secure facility in a centralized location that provides information about missing or un-accounted for persons, the deceased, and helps to reunite victims with their loved ones.
- **OPERATIONS SECTION CHIEF (OSC)** (Police Operations or Fire Operations)
- **PUBLIC INFORMATION OFFICER (PIO)**-Disseminates information to the public.
- **PROTECTIVE/EVACUATION CORRIDOR**- Law enforcement forms a secure perimeter in which fire/EMS responders can care for and extract victims.
- **RESCUE TASK FORCES (RTF)** - Fire/EMS companies assigned Force Protection for entry into WARM ZONES to provide TECC point-of-wounding care.
- **STAGING OFFICER**- The individual tasked with accounting for and dispatching resources from the staging location.
- **TACTICAL EMERGENCY CASUALTY CARE (TECC)**- the use of tourniquets, pressure dressings and hemostatic agents to control hemorrhage
- **THREAT**- Threat Suppression, Hemorrhage Control, Rapid Extrication, Assessment by EMS, Transport (Acronym for overall operational considerations)
- **TRIAGE OFFICER**-The individual tasked with overseeing the sorting of casualties by injury category and the requesting of RTF assets into the warm zone.
- **TRANSPORT OFFICER**-The individual tasked with coordinating the pick-up and transport of casualties from the AEP.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- UNIFIED COMMAND (UC)-Authority structure in which the role of Incident Commander is shared by individuals from all responding organizations responsible for the incident.
- UNIFIED COMMAND POST (UCP)-The field location at which the primary tactical level, on-scene unified incident command functions are performed.
- ZONES (OPERATIONAL):
 - HOT ZONE: Direct Threat Area, shooter in area or headed to that area
 - WARM ZONE: Indirect Threat Area, shooter known to have left the area, casualties most likely down in the area
 - COLD ZONE: Outside of Threat Area, in a safe protected area outside the building or area under siege

Equipment List:

The minimum equipment that a Fire Department RTF member must have in order to deploy includes:

- National Institute of Justice (NIJ) level IIIA Ballistic Kevlar Helmet.
- National Institute of Justice (NIJ) level IIIA Ballistic Kevlar Vest with “Holden Fire” marking and attached medical supplies.
- UHF radio programmed per Holden Fire Department policy.
- Tactical Emergency Casualty Care medical kit and casualty movement litter.
- Eye protection.
- Flashlight.
- Medical exam gloves.

****All responding personal shall be dressed/ equipped with markings that can easily be identified as a first responder****

Communications:

In order to maintain a redundant communications system throughout the incident the fire and police members of an RTF will operate on separate radio channels. The fire department members of the RTF will operate on a channel that they are assigned by the Incident Commander (District 8-Red) and will communicate directly with the Medical Operations Section Chief, Triage Officer, Transport Officer or Incident Commander.

The law enforcement members of the RTF will operate on the channel that they are assigned by the Incident Commander (UTAC 41) and will communicate with the Tactical Operations Section Chief or the Incident Commander.

The Holden Fire Department members of the RTF will identify themselves on the radio by the task force designation that they are assigned by the Triage Officer or Incident Commander, such as “Rescue Task Force 1” or “Rescue Task Force 2.”



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Response and Arrival:

- a. The response for reported Active Shooter/ Hostile Events will be a first alarm assignment and will be dispatched as an "ASHER" incident with a concurrent message sent out on IAR.
 - All responding off-duty personnel will park in the rear of the public safety building and will enter the building through the rear entrance.
- b. LE and Fire/EMS will immediately establish a UNIFIED COMMAND in order to manage the incident strategy utilizing industry best practices.
- c. Apparatus shall cease emergency audible alarms on approach so as not to inhibit sounds that may be critical to the location of the shooter, or to impede critical information transfer.
- d. Responding apparatus shall use a deliberate and cautious approach, staging in an assigned area, while gathering available intelligence from LE and 911 on current conditions including the location of the shooter and victims.
- e. Ambulatory victims and other non-injured may be fleeing urgently and may act in an unsafe manner requiring due caution on approach.
- f. Fire/EMS shall remain aware that their vehicles and other substantial objects can be utilized as cover for personnel or operational areas when appropriate and practical.
- g. If exposed to gunfire, explosions or active threat, take cover/ withdraw immediately.
- h. Arriving first alarm companies shall immediately don ballistic protection (vests, helmets and eye protection) and gather Tactical Emergency Casualty Care (TECC) kits. Once equipped, they will report to Staging and await deployment as Rescue Task Forces (RTF's) with a FORCE PROTECTION GROUP (FPG).
- i. All two-way radio communications should be limited to pertinent information only ensuring adequate radio operations for the incident command.
- j. Vehicles responding to the ASHER incident location will ensure roadways and egresses are kept clear as not to impede ambulance responses and transportations.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Command and Control:

1. The Senior Fire Official shall establish Command as the Fire/EMS Incident Commander and the UNIFIED COMMAND representative, and will:
 - a) Confirm the nature of the incident (i.e. shooting vs. active shooter or IED)
 - b) Provide a size-up report
 - c) Designate a staging area; consider an area not in direct line of sight with a clear approach to the incident

2. The establishment of Incident “ZONES” at ASHER Mass Casualty Incidents shall be the top priority of UNIFIED COMMAND (UC) in order to identify the different threat levels present within an active incident area as follows:
 - a) **HOT ZONE**- Direct Threat Area; shooter in area or headed to that area
 - b) **WARM ZONE**- Indirect Threat Area; shooter known to have left the area and casualties most likely down in the area
 - c) **COLD ZONE**- Outside of Threat Area; in a safe protected area outside the building or area under siege

3. UNIFIED COMMAND (UC) will communicate as follows:
 - a) LE will remain on their own radio channel
 - b) Fire/EMS will remain on their own radio channel

4. The primary objective of UC will be to determine the following:
 - a) The location and status of the shooter(s) within the building
 - b) Ascertain whether the incident is still dynamic
 - c) Confirmation that the threat has been suppressed/ eliminated
 - d) Ascertain locations and number of potential casualties

5. Depending on the size and scope of the incident, the UC may request the Emergency Operations Center (EOC) to be opened and staffed. If opened:



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- a) The Town Manager or designee, School District or business representative, DPW Director or designee and other town officials as needed, will report to the EOC.
 - b) A Public Information Officer (PIO) and/ or the use of a Joint Information Center (JIC) that consolidates all incident information flow from the multitude of agencies involved shall be established
 - c) A notification and re-unification center will be established.
6. An LE Operations Section Chief (OSC) position may be assigned; and, a Fire OSC may be assigned based upon the size and scope of the incident. If established:
- a) LE & Fire OSCs will operate at a forward command post and will manage direct tactical operations.
 - b) Once a Fire Operations Section Chief is established, interior or other engaged companies shall report directly to FIRE OPERATIONS for tactical guidance and support; and FIRE OPERATIONS shall report to UNIFIED COMMAND for updates and resource needs
 - c) LE OSC shall be identified as POLICE OPERATIONS
 - d) FIRE OSC shall be identified as FIRE OPERATIONS
7. The fire department command shall establish the Fire Operations Section Chief Position. The Fire Operations Section Chief will:
- a) Establish a forward command post with the LE Operations Section Chief.
 - b) Contact CMED by radio (med 4) or phone (508-854-0100) and declare and MCI and request ambulance task forces.
 - c) Manage the formation, deployment and coordination of RTFs.
 - d) Establish and coordinate the AEP.
8. The UC will establish a LE Operations Staging Officer position and a Fire Staging Officer based upon the size and scope of the incident. If established:
- a) The UC will inform both Fire and LE Staging Officers of the pre-determined staging location.
 - b) The Staging Officers will account for and ensure adequate resources have been requested based on the incident size and scope.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- c) The Staging Officers will establish an accountability system for all incoming and deployed resources.
 - d) The LE Staging Officer will assign incoming LEOs to contact teams, FORCE PROTECTION GROUP teams for RTFs.
 - e) The Fire Staging Officer will assign incoming Fire/EMS personnel to RTF teams.
 - f) The Fire Staging Officer will ensure ambulances are staged and ready to when requested to the AEP.
9. The UC will ensure the town is backfilled with mutual aid coverage that is not committed to the incident, ensuring emergency services coverage to the town residents.

Operational Objectives:

1. The concept of early hemorrhage control in order to improve survivability of victims is the basis for the tactical guidance described in the following acronym: "THREAT". The THREAT model shall be the UNIFIED COMMAND's overall mitigation plan.
 - a) T- Threat suppression
 - b) H- Hemorrhage control
 - c) RE- Rapid Extrication of victims to safety
 - d) A- Assessment by medical providers
 - e) T- Transport
2. Rescue Task Forces shall employ Tactical Emergency Casualty Care (TECC) procedures which include the following:
 - a) Use of tourniquets, pressure dressings, clamps and hemostatic agents
 - b) Rapid triage and transport of victims with lethal internal hemorrhage and torso trauma



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Tactical Considerations:

1. LE resources in the initial moments of the ASHER incidents are focused on locating, containing and eliminating the threat (perpetrator or shooter) using a tactic known as *Immediate Action Rapid Deployment* by a Contact Team.
 - a) A LE "Contact Team" will enter the HOT ZONE without waiting for additional units in order to contain or neutralize an active threat as quickly as possible
 - b) LE will not wait for SWAT assistance to engage active shooters
 - c) LE may request fire/EMS equipment to breach or force structural elements or to access roofs or other areas
 - d) LE will bypass injured victims to subdue the perpetrator(s) but may stop briefly to apply a tourniquet to control major bleeding.
2. The development of RESCUE TASK FORCE's (RTFs) which are groups of 1 to 2 Firefighter/EMTS under the cover of 2 armed LE officers (FORCE PROTECTION GROUP) shall be established in order to engage in WARM ZONE entries.
3. WARM ZONE entries shall commence ONLY with a FORCE PROTECTION GROUP.
 - a) WARM ZONE entries are made when it can be determined that the shooter has left the area, is contained or is down, and RTF's can rapidly engage in TECC-driven point-of-wounding care
 - i. Point-of-wound medical stabilization should occur prior to evacuation to the CCP for major hemorrhage control to increase survivability
 - b) Once personnel are assigned as a RTF, they shall stay together and work as a unit. That is, assignments will be given by the RTF, not by the member or members, so that all members can be more accurately accounted for
 - c) LE will establish PROTECTIVE/EVACUATION CORRIDORS for the safety movement of RTF personnel into the warm zone and the extraction of casualties to the AEP.
4. Casualty Collection Points (CCP) will be established within the warm zone in a semi-secure area where the FORCE PROTECTION can provide over watch security while medical care is being rendered. CCPs will be overseen by both a police boss and Fire/EMS boss,



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- a. The Police Boss will ensure adequate security is present in the CCP to ensure Fire/EMS and casualty safety.
 - b. The EMS/Fire Boss will ensure adequate RTFs are present in the CCP to render care and extricate the casualties. The Fire/EMS Boss will also oversee the triaging of the patients to ensure the most critical patients are extracted first.
5. Be aware of the possibility of secondary devices or a second shooter.

EMS Operations:

1. The Fire Operations Section Chief shall ensure that the basic Mass Casualty guidelines are deployed once the victims have been evacuated to the CCP. This includes the use of the START triage protocol and SMART tag system for patient triage and identification.
 - a) A Casualty Collection Point (CCP) may be used within a structure if the threat is eliminated or contained; (i.e.: large foyer of a school)
 - b) In large area facilities where the evacuation distance may be long, a separate internal CCP may be used within a secured area for initial collection, and then the exterior CCP will be the designated triage, treat and transport control site
 - c) Whenever there is more than one CCP, they must be clearly distinguished by name; such as the Side B CCP, or Fourth St. CCP etc.
2. The Fire Operations Section Chief may establish separate MEDICAL GROUP depending on the size of the incident and number of victims.
 - a) The MEDICAL GROUP Manager will then focus on direct supervision of the Triage, Treatment and Transport areas
 - b) The Fire Operations Section Chief shall communicate with UNIFIED COMMAND for additional resources and support as needed
 - c) The Medical Group Manager will report to the Fire Operations Section Chief for additional resources or to provide progress reports
3. All responders must be aware of and prepare for the “reverse triage” affect which is defined as those ambulatory victims with minor or less severe injuries seeking care and potentially delaying care to those significantly wounded. This scenario where the least injured enter the medical system first must be avoided.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

4. A patient tracking system, to include patient names (if possible), will be established by the Transport Officer in order to track the destinations of the patients to aid in family reunification.

Demobilization/ Post Incident

1. Once all victims have been accounted for, treated and transported, UNIFIED COMMAND Chief /Company Officers shall attend to the following recovery items:
 - a) Provide for rotation/rehab of members
 - b) Provide for replenishment of expendable materials
 - c) Develop a plan for demobilization
 - d) Debriefing of members and investigative support based upon observations
 - e) Critical Incident Stress Debriefing through CISM teams. CISM teams can be requested by calling Worcester CMED (508-854-0100).

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

500 – Hazardous Materials

This section specifically outlines hazardous material responses and the procedures for alerting the proper resources in the event of a large scale incident. Also contained herein are guidelines for the mitigation of more common emergencies/responses.

5.1 – Emergency Response

Purpose:

The purpose of this guideline is to provide a generalized response plan for the Town of Holden in the event that there is a hazardous materials response.

Scope:

Hazardous materials pose a real and potentially disastrous threat to the environment and citizens of Holden. Haz-Mat responses could include, but are not limited to, responses involving fires, spills transportation accidents, chemical reactions, and explosions. Hazards associated with this include toxicity, flammability, radiation, corrosivity, explosions, health hazards, or any combination of these factors.

General:

Response:

- a. All hazardous materials incidents shall be conducted according to NFPA 471, “Responding to Hazardous Materials Incidents” and NFPA 472, “Professional Competence of Responders to Hazardous Materials Incidents”.
- b. Attempt to position all apparatus uphill, upwind and out away from run-off.
- c. The first due unit shall establish Command per the ICS Procedure and transmit a BIR.
- d. Command shall notify the State HazMat Team for any situation that he/she feels is beyond the capabilities of the Department. Such situations include releases of toxic or corrosive substances and releases of unknown substances. Consideration should be given to activation of the team for any situation where multiple victims are overcome for an unknown reason.

Objectives:

- a. Proper identification of the material involved is essential to decide on safe tactics to handle any hazardous materials incident. Identification should be the initial action taken by the first arriving units.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- b. Look for any visible placards, labels, chemical names, symbols, etc. on the container, tank, drum, or vehicle. Plant personnel or the vehicle operator may be able to provide some insight. A bill of lading (for a truck) or waybill (for railcars) may be available to identify the contents of a vehicle or rail car. Sometimes the configuration, size, shape, construction or use of the vehicle or container is a tip off to the material involved.
- c. There will be times when there is an immediate life hazard that may have to be dealt with. In such cases, the best available protective clothing must be used. This includes positive pressure masks if available. Before attempting rescue, evaluate the risk of compounding the rescue problem by exposing improperly equipped members. While some risk may be justified, it must be weighed against the expected results.
- d. Establish hazard control zones by isolating the area to limit the potential for exposure and injury. At a minimum, a hot zone should be established.
- e. Protect the public through evacuation, protect-in-place, or some combination of the two options.

Hazard Control Zones:

- a. The establishment of hazard control zones is a critical element for safe operations. The size and shape of the control zones will depend upon the nature of the incident, the chemicals involved, the topography, the weather conditions, etc. Hazard control zones are divided into three (3) categories as follows:
 - a. Hot Zone: Immediate hazard area surrounding the release site that extends far enough to prevent adverse effects to personnel outside the zone.
 - b. Warm Zone: Area surrounding the Hot Zone and bound by the Cold Zone. Includes decontamination operations and an access control point to limit entry of personnel.
 - c. Cold Zone: Area surrounding the Warm Zone that presents no hazard to personnel and equipment for staging and support personnel.

Tiered Response:

- Tier One: Advisory response, Hazard and risk assessment, Five Technicians and the Technical Operations Module (TOM).
- Tier Two: Limited response, up to 12 technicians, one equipment truck and the TOM unit, at this level the team can do limited entries for monitoring.
- Tier Three: Full team response. Major incident.
- Tier Four: Multi District Response – Multi Operational Period
- Tier Five: WMD/Mass Contamination – Full System (6 teams) Response
- It is recommended that the local IC go no higher than a Tier Two without consulting with the Haz Mat Team Leader.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- The Team can be activated by calling MEMA Dispatch at 1-877-385-0822 (Press 2)

Precautions:

- In general, Department of Transportation regulations require placards to be posted only on trucks that are transporting OVER 1000 pounds of the particular material. It is possible to have vehicles transporting up to 1000 pounds of a hazardous substance without placards visible on the outside of the vehicle.
- Because no information is available from books or other resources, do not assume that the involved material is not hazardous. Proceed as if it is hazardous until proven otherwise.
- Do not assume that a small leak in a small container is insignificant.
- Do not assume, because plant personnel are not using protective clothing, that there is no hazard.
- Empty containers may be more hazardous than full ones. Vapors or residue of the product they formerly contained may be present.
- Do not use water on any substance that is fuming until after proper identification and hazard assessment.
- Under no circumstances are members to touch, taste, or intentionally smell any substance suspected of being hazardous.
- Because a substance is classified in particular groups, such as flammable gas, don't assume that this is the only hazard involved. Often, there are multiple hazards.
- Operate from the upwind and uphill side where possible.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

5.2 – Clandestine Drug Labs

Purpose:

To insure the safe operation of all Fire Department personnel while working at, or in close proximity, to the site of a clandestine drug lab.

Scope:

Due to the extremely volatile and potentially toxic nature of the chemicals used in the “cooking” of illegal drugs such as crack, crystal meth, MDMA, etc. the Holden Police will immediately notify the Fire Department upon the discovery of any such lab.

General:

Response:

- a. Due to the need for security and in light of the number of people who currently own and monitor scanners, Dispatch may request the shift officer to call by phone to provide specific information on the call before dispatching an assignment. The actual dispatch will not contain details of the response to avoid any public overreaction.
- b. Dispatch should dispatch a Still Alarm assignment. The shift officer will contact Holden Fire and request an All-Call for station coverage.
- c. The first due unit shall establish Command per the ICS Procedure and transmit a BIR.
- d. Command shall have Holden Fire notify the State Hazmat team and request the State Police drug lab team to assist.
- e. Only department vehicles will respond to the scene of a clandestine drug lab. No personal vehicles at all - no exceptions.

Objectives:

- a. The primary responsibilities of the fire department at a drug lab response are to secure against unintentional ignition or release of the chemicals on site, hazard and risk assessment, and establishing a reliable water supply for use in decontamination and potential fire suppression activities.
- b. The State Haz-Mat team should be utilized to assist the IC with hazard and risk assessment. They may also be used to make recon entries into the lab after consultation with the MSP chemists.
- c. State Police will dispatch the chemists from the drug lab team to assist in shutting down the operation safely.
- d. Department personnel should not touch any lab equipment or attempt to interrupt any processes without consulting with and receiving approval of the State Police Chemists.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Shutting down drug lab operations improperly will result in fire, explosion and/or unwanted chemical reactions.

- e. Personnel who do make authorized entries to the building must be aware of the potential existence of booby traps designed to deter law enforcement and rival drug factions from entering upon the premises. Firearms and ammunition may also be present.

Evacuation and Isolation:

- a. In residential areas at least two houses on all sides of the house containing the lab should be evacuated. In congested areas or for particularly large-scale labs this can be increased to one block. In rural areas only those homes within 1500 ft. should be evacuated. These numbers assume no fire or release of chemicals has already occurred.

Jurisdiction:

- a. Remember that drug labs are crime scenes and therefore primary jurisdiction belongs to the law enforcement personnel. The fire department is there to assist in shutting down and securing the lab. This, however, does not mean that fire personnel should undertake any unsafe acts or attempt to function outside the scope of their training because the police told them to. We are still responsible for our own personnel and their safety. A Unified Command Post should be established for these incidents.

Duration of Operations:

- a. Incident Commanders should make arrangements to support lengthy operations as it may take from 4 hours to as long as 8 hours to safely assess, shut down, process and clean-up a clandestine drug lab.

Decontamination:

- a. Chemicals used in the process of making illegal drugs may be flammable, corrosive, toxic or any combination of these. Therefore any and all personnel and equipment that enter the lab must be decontaminated according to the same procedure used at any HAZMAT incident.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

5.3 – Bomb Threats

Purpose:

To provide guidance in the event the department is dispatched to an incident, not involving a suspicious device. As school buildings are large target hazards, these guidelines include school personnel but may be adapted for other buildings not school related.

General:

Low Risk

Lack realism and pose a minimum risk to the victim and/or public safety. Probable motive is to cause disruption (e.g. 'robo-calls').

- a. Fire Department Officer of the Day and Police Lieutenant and/or Detective respond to school and meet with principal to begin threat assessment.
- b. Notify Town Manager's Office of incident.
- c. Fire Chief, Police Chief and School Official to report to EOC and establish a Unified Command.
- d. Police to call Commonwealth Fusion Center (978-451-3700) to inquire about other potential threat calls in other communities.
- e. In consultation with Fire Chief/ Police Chiefs or Senior Official and School Superintendent/representative, decision to be made to elevate threat level or continue addressing as low level.
- f. Police, Fire and school personnel to do a cursory search of areas outside classrooms. Teachers will be asked to check their own classrooms and report anything suspicious.
- g. Fire department to transmit an "All Call" for available personnel to report to their stations for coverage while on-duty crews on scene at school performing search.
- h. Police to call in 2 additional dispatchers.
- i. Students will be sheltered in place if deemed necessary.
- j. Unified Command will determine need for additional personnel.
- k. If nothing out of ordinary found, public safety to clear incident and return personnel to duty.
- l. School Administration to craft and disseminate message to WRSD families.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Medium Risk

Increased level of realism and could be carried out, although it may not appear entirely realistic.

- a. Fire Department Officer of the Day and Police Lieutenant and/or Detective respond to school and meet with principal to begin threat assessment.
- b. Notify Town Manager's Office of incident.
- c. Police to stage officers to block school driveway entrances.
- d. Police to call Commonwealth Fusion Center (978-451-3700) to inquire about other potential threat calls in other communities.
- e. Fire Chief, Police Chief and School Official to report to EOC and establish a Unified Command.
- f. Police/Fire to contact State Police Bomb Squad for guidance 978-567-3310 (after hours call 508-820-2121 and ask to have State Police Bomb Squad on call person contacted).
- g. Police to call in at least 2 additional dispatchers and all police officers advising them to report to roll call room for assignments.
- h. Fire to transmit an "All Call" tone and request all available fire department personnel to report to their stations.
- i. Police, Fire Chief and School Superintendent to make decision to evacuate school or to shelter in place while conducting school search. If decision is made to evacuate school, refer to evacuation steps in 'high risk' category.
- j. School incident operations to be switched to tactical channel (UTAC 41), contact MSP and request use of channel.
- k. Police, Fire and School personnel to conduct a more controlled and thorough search of school premises. Search will include classrooms.
- l. If a suspicious item is found:
 - Do not touch, tamper with or move the item.
 - Immediately report item to unified command.
 - Public Safety to control scene until Bomb Squad arrives.
 - Refrain from using two way radio communications in close proximity of suspicious item.
 - Decision to be made to either perform a partial evacuation (evacuate the area where suspicious device is found) or full building evacuation.
- m. If no suspicious items are found during search, Unified Command to determine stand down of incident and a demobilization of personnel.
- n. Town Officials and School District Officials to craft public media message to be released to the media.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

High Risk

Specific and realistic and appears to pose an immediate and serious danger.

- a. Fire Department Officer of the Day and Police Lieutenant and/or Detective respond to school and meet with principal to begin threat assessment.
- b. Notify Town Manager's Office of incident.
- c. Police to call Commonwealth Fusion Center (978-451-3700) to inquire about other potential threat calls in other communities.
- d. Fire Chief, Police Chief and School Official to report to EOC and establish a Unified Command.
- e. Request made to other Departments to report to EOC:
 - Information Technology
 - Department of Public Works
 - Town Manager's Office
- f. Police/Fire to contact State Police Bomb Squad for guidance 978-567-3310 (after hours call 508-820-2121 and ask to have State Police Bomb Squad on call person contacted).
- g. Police to call in at least 2 additional dispatchers and all police personnel advising them to report to roll call room for assignments.
- h. Fire to transmit an 'all call' tone and request all available fire department personnel to report to their stations.
- i. DPW to self-dispatch crews to school to block school driveway entrances/road access.

DPW contacts:

 - John Woodsmall: 774-696-0960.
 - Chris DeMoranville: 508-340-1596.
- j. Police to request dispatch to contact the following towns and agencies requesting available police officers for manpower.

Resources to be staged at a determined location:

 - Massachusetts State Police
 - Paxton
 - Princeton
 - Rutland
 - Sterling
 - West Boylston
 - Worcester Police Department
 - Worcester County Sheriff (personnel and Mobil Command Center)



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- k.* Fire to request dispatch to notify all working fire and second alarm mutual aid towns for available manpower and chief officers for command roles. Resources to be staged at a determined location.
- l.* Fire to notify District 8 Fire Control Point (Fitchburg) as well as Mass Emergency Management Agency to notify of incident and the potential for additional resources and man power.
- m.* School incident operations to be switched to tactical channel (UTAC 41), contact MSP and request use of channel.
- n.* District 8 Field Communications Unit requested to scene.
- o.* Fire to notify Worcester CMED (508-854-0100) of incident so that hospitals can be put on standby and EMS resources can be coordinated.
- p.* Police may implement traffic control plan.
- q.* Dispatch to contact tow companies and place tow trucks on standby in the event a vehicle needs to be moved.
 - Village Repair Shop: 508-829-6686.
 - Direnzo's Trucking: 508-865-1802.
- r.* CERT contacted for volunteers to assist with traffic barriers.
- s.* School evacuation steps:
 - Students will be evacuated from school following normal school procedures. Students will be told to take their personal belongings with them. Once outside of building, students to be moved to furthest point on school property while transportation off property is coordinated.
 - EOC to contact school bus transportation company as well as Worcester Regional Transit Authority (508-798-3252) for buses to assist in Evacuation. Buses to be staged until requested to school.
 - Town Official and School District PIOs to coordinate message to be sent to families and media regarding incident. Media and social media outlets as well as town alerting (CodeRed) system and school notification system will be used to notify parents and public of incident.
 - Anna Maria contacted for family reception center
 - Senior Center designated as Media Center and all media outlets told to report to that location.
 - Students to be bussed to pre-identified evacuation points identified in school plan.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- t.* Contact MEMA (508-820-2000) to request Department of Fire Services Rehab unit.
- u.* Box 4 (508-799-3473) and American Red Cross (800-564-1234) contacted for Canteen Services.
- v.* Senior ranking Fire and/or Police Officials on scene at school will act as Operations Section Chief and will coordinate on scene activities and will report back to Unified Command at EOC.
- w.* Thorough and controlled search of school conducted.
- x.* If a suspicious item is found:
 - Do not touch, tamper with or move the item
 - Immediately report item to unified command
 - Public Safety to control scene until Bomb Squad arrives
 - Refrain from using two way radio communications in close proximity of suspicious item.
- y.* If no suspicious items are found during search or suspicious item rendered safe by bomb squad, Unified Command will determine stand down of incident and a demobilization of personnel.
- z.* Town Officials and School District Officials to craft public media message to be released to the media outlets.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

5.4 – Suspicious Devices

Purpose:

To provide a structured response to calls reporting suspicious devices or packages.

General:

Response:

- a. Due to the need for security and in light of the number of people who currently own and monitor scanners, Dispatch may contact the OIC via phone to provide specific information on the call before dispatching an assignment. The actual dispatch will not contain details of the response to avoid any public overreaction.
- b. Dispatch should tone a still alarm for a single engine. The OIC should also have Dispatch notify the Chief if he/she is not present. The OIC will determine what if any additional apparatus/personnel will be needed.
- c. The first due unit shall establish Command per the ICS Procedure and transmit a BIR. The IC shall coordinate with the Holden Police in a “unified” command structure to determine the proper outside resources needed on scene.

Objectives:

- a. A suspicious device can be defined as anything that is found in a place where it would not normally be found.
- b. Personnel must bear in mind that improvised explosive devices (IED's) can be made to look like almost anything and can be any size.
- c. When faced with a suspicious device, all persons should be moved a safe distance away; at least 300' and notification should be made to the Mass State Police Hazardous Devices Unit (508-820-2121).
- d. Although the Fire Department retains command of the scene, along with the Holden Police, once the Hazardous Device Unit personnel are on-scene, Department personnel should take operational direction from them through Unified Command.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

5.5 – Propane Emergencies

Purpose:

The following Standard Operating Procedure shall be used, whenever possible and conditions allow, at all incidents involving propane gas.

General:

Leaks without Fire:

- a. Follow the guidelines in the U.S. D.O.T. Guidebook.

Leaks with Fire:

- a. During propane tank fires, the potential always exists for an explosion known as a Boiling Liquid Expanding Vapor Explosion (BLEVE). To reduce the risk, fire operations (tactics) should follow the recommendations as follows:
 - Establish an uninterrupted water supply.
 - Whenever possible, fight the fire from the maximum distance possible, or use unmanned hose holders or monitor nozzles. Selection of hose line size shall be based on the size of the container involved. Efforts should be made to avoid attack from the ends of the container.
 - Cool containers by flooding them with large quantities of water until well after the fire is out.
 - Do not direct the water stream at the source of the leak or at safety devices; icing may occur.
 - Leave the area immediately if you hear a rising sound from venting safety devices or see discoloration of the tank / container.
 - Keep in mind that gas fires can only be extinguished by closing the valve that is allow the gas to vent / escape into the atmosphere. Tactics to close this valve shall be in accordance with the evolution taught at the Massachusetts Firefighting Academy (MFA), and department members involved in this evolution shall have completed the MFA gas class whenever possible.
 - For massive fires, use unmanned hose holders or monitor nozzles. If this is impossible, evacuate the area as recommended by US DOT Handbook Guidelines and let the fire burn out.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- Be aware that when a BLEVE occurs, sections of the tank can fly in any direction. Just avoiding the ends of the tank should not be considered a safe operating procedure.

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Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

5.6 – Carbon Monoxide Emergencies

Purpose:

To provide guidelines for mitigating any calls for carbon monoxide alarms or incidents.

General:

Properties and Hazards:

- a. Carbon monoxide is an odorless, tasteless, colorless gas that is a deadly by-product of incomplete combustion.
- b. Appliances such as furnaces, stoves, hot water heaters, automobiles, fireplaces, etc. can produce carbon monoxide.
- c. When a faulty device or unusual conditions exist, carbon monoxide may be vented into areas where people are present and is virtually undetectable without instrumentation.
- d. It is a flammable gas with an auto ignition temperature of 1128 Degrees F., and a Lower Explosive Level (LEL) of 12.5% and an Upper Explosive Level (UEL) of 74%.
- e. CO has a vapor density which makes it slightly lighter than air (.968). Since warm air rises, CO rises with it. E.g. air from a furnace, hot water heater, or a fire. Once this emitted air cools to room temperature, CO will disperse evenly through the room.
- f. The symptoms of carbon monoxide poisoning are similar to influenza and may include headache, nausea, fatigue, dizziness, etc.
- g. OSHA has established a maximum safe working level of carbon monoxide at 35 PPM over an 8 hour period in the general workplace. EPA has established safe residential levels not to exceed 9 PPM over an 8 hour average.

Response:

- a. CO alarm activations with no illness reported will be dispatched as a still alarm for duty personnel. The response is a single engine and an ambulance.
- b. CO alarm activations with illness reported will be dispatched as a full department recall. The initial response shall be a single engine and an ambulance. The IC will determine if more personnel/apparatus are required.
- c. The first due Chief Officer or the first due unit shall in the absence of command staff, establish Command per the ICS Procedure and transmit a BIR.

Objectives:

- a. The multi-gas meter shall be turned on and zeroed prior to or immediately upon arrival at the scene.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- b. Take an initial reading at the doorway, and then continue the investigation throughout the premises. Begin investigating the building for the potential cause of the carbon monoxide.
- c. If the CO level is greater than 9 PPM, advise the occupants to evacuate if they haven't already being sure to leave windows and doors closed.
- d. If the occupants are exhibiting signs or symptoms of CO poisoning, the ambulance crew should evaluate, treat and transport as appropriate.
- e. Department personnel shall wear SCBA if the CO level exceeds 35 PPM.

Carbon Monoxide Levels:

- a. Readings of 9 PPM or less:
 - These are considered low levels for dwellings. However, occupants should be advised of such readings and be advised to have appropriate contractors survey appliances so as to further reduce levels.
 - Attempt to reset carbon monoxide detectors.
 - Inform occupants that if detector activates again that they should again call 911 to notify the Fire Department.
- b. Readings of 10 PPM to 100 PPM:
 - Any reading above 9 PPM shall be considered above normal. Occupants shall be advised that potentially hazardous levels of carbon monoxide were detected.
 - The building shall be ventilated and evacuated.
 - If the source of carbon monoxide is found, it shall be secured and the proper contractor notified.
 - If the source of carbon monoxide has been secured and carbon monoxide has been reduced to a safe level, occupants may return at their own discretion.
 - Attempt to reset carbon monoxide detector.
 - Inform occupants that if detector activates again that they should again call 911 to notify the Fire Department.
- c. Readings of 100 PPM or greater:
 - Any reading of 100 PPM or greater shall be considered potentially lethal. Occupants shall be advised that lethal levels of carbon monoxide have been detected.
 - The building shall be ventilated and evacuated.
 - If the source of carbon monoxide is found, it shall be secured and the proper contractor notified.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- If the source of carbon monoxide has been secured and carbon monoxide has been reduced to a safe level, occupants may return at their own discretion.
- Attempt to reset carbon monoxide detector.
- Inform occupants that if detector activates again that they should again call 911 to notify the Fire Department.

Medical Considerations:

- a. Any person complaining or exhibiting symptoms of carbon monoxide poisoning shall be transported to the hospital using normal medical and/or ALS protocol. The level of exposure guidelines are as follows:
 - Mild Toxicity: throbbing, temporal headache, light headedness, possible: shortness of breath, possible anxiety.
 - Moderate Toxicity: severe headache, dizziness, weakness, nausea and/or vomiting, unconsciousness, elevated respirations and pulse.
 - Severe Toxicity: unconsciousness, seizures, cyanosis, respiratory and/or cardiac arrest.
 - Medical treatment should be in accordance with standard emergency medical practices and Statewide Treatment Protocols.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

600 – Emergency Medical Services

The primary objective of Emergency Medical Services (EMS) is to provide the finest immediate emergency medical care and transportation possible to the acutely ill or injured. This department is committed to the concept of total patient care, which includes providing the best in pre-hospital emergency healthcare and transportation. The goals and objectives of this department will be accomplished through the careful selection of personnel, the training of these personnel, and the willingness of the department to change when necessary to improve service.

6.1 – EMS Coordinators

Purpose:

To define the roles/responsibilities of the positions within the EMS Division.

6.1.1 – EMS Coordinator

General:

- a. The Chief is responsible for appointing an EMS Coordinator. They shall oversee the day-to-day operations of the Division of EMS. Duties shall include but not be limited to:
 - Administration of the Quality Assurance and Quality Improvement Program.
 - Requisition of supplies, both BLS and ALS.
 - Maintaining of EMS related equipment.
 - Handling of complaints, interdepartmental and from the outside agencies
 - Enforcing department Standard Operating Procedures as they pertain to EMS delivery.
 - Administration of training and education.
 - Responsible for filing of applicable paperwork as it relates to EMS billing.
 - Administration for all requests for information as it relates to EMS
 - Administration of the AHA training programs for the department to include CPR, ACLS and PALS certification.
 - Development of CEU training curriculum for all levels of certification, along with the retention of records for such.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- Development and/or direction of National Core Competency refreshers for all levels of certification, along with the retention of records for such.
- b. The EMS Coordinator is responsible to the Chief of Department and works in conjunction with the Medical Director to assure efficient and proper delivery of operations as they pertain to EMS.

6.1.2 – Medical Director

General:

- a. The Medical Director of the Holden Fire Department shall be a licensed physician who is assigned as the Affiliate Hospital Medical Director by agreement between the Town and Hospital per 105 CMR 170.300.
- b. The Medical Director shall oversee the training and education, and all clinical aspects of the EMS division of the Department.
- c. The Medical Director shall be advised of all deficiencies as they apply to the QA/QI program and will review any deviations by the EMS staff of the statewide treatment protocols and all complaints received from a medical facility pertaining to a particular call or crew. They shall uphold the procedures set forth in this section of the manual.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

6.2– Staffing Standards

Purpose:

Specifies the requirements for staffing, certifications, and legal obligations for the department.

General:

Certification:

- a. Massachusetts State law requires that all ambulance services operating within the Commonwealth maintain an accurate up-to-date record of all licenses and certifications maintained by their personnel. Each employee is required to provide a copy of their current EMT & CPR certification and driver's license to the EMS Coordinator within one week of rectifying and/or relicensing.
- b. All EMT's must carry on their possession their current EMT, CPR, ACLS cards and a valid Massachusetts Driver's License. A copy of front and back must be kept on file at the service headquarters. No member of the department shall serve as an EMT until their certification(s) have been restored.

Duty to Act:

- a. All technicians shall provide care to patients to the level of EMT they are trained and certified and in accordance with MGL Chapter IIIIC, CMR 170.800 and 170.355 and the standard set forth in the uniform statewide treatment protocols. The EMT certified at the appropriate level of training must attend a patient requiring ALS service during transport as pursuant to 170.305. (D), (3). No ambulance service or agent thereof shall refuse, in the case of a critical or unknown illness or injury, to dispatch an available ambulance, to provide life-support at the scene, or to transport a patient to an appropriate medical facility within its regular operating area

Compliance with Statewide Protocols:

- a. All technicians who are employed by the Holden Fire Department and functioning under the clinical setting will abide by the uniform statewide treatment protocols developed by the Massachusetts Department of Public Health. Copies of the protocols are available to the staff for review and are located at the headquarters station, the career office and patient compartment of the 3 department ambulances. Updates to these protocols will be made available to all staff members.

Adoption of Statewide Treatment Protocols:

- a. The Holden Fire Department has formally adopted the Statewide E.M.S. Treatment Protocols to be utilized by personnel employed by this department.
- b. There shall be no deviation from these protocols with regards to the treatment of any patient.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- c. All patient care will be in accordance with the Statewide E.M.S. Treatment Protocols and the Affiliate Hospital agreement
- d. Any problem that arises and may be in conflict with these protocols will require the notification of the EMS Coordinator and the Affiliate Hospital Medical Director.
- e. All personnel will receive the required training in the application of these protocols.
- f. Any protocol addition, updates, and/or revisions will be posted on the E.M.S. bulletin board and training will be provided, if necessary.

Quality Assurance/Quality Improvement:

- a. All ALS personnel will be required to attend Quarterly M&M rounds as directed by the Affiliate Hospital Medical Director, to discuss cases and pertinent EMS topics.
- b. All ALS personnel will be required to attend 4 rounds per calendar year, consistent with the Affiliation agreement, to discuss ALS cases and pertinent local EMS topics.
- c. The EMS Coordinator will review all cases on a weekly basis. The EMS Coordinator may discuss specific cases with involved employees in order to allow feedback and to clarify questions that may arise.
- d. All cases reviewed by the EMS Coordinator will be done in a cooperative and constructive manner. Should any issues not be resolved, the EMS Coordinator shall pass the case on to the Affiliate Hospital Medical Director for resolution.
- e. The EMS Coordinator will set the agenda and assist in the quarterly in-house M&M round utilizing a format that is approved by all the Affiliate Hospital Medical Director and the Chief.

Staffing:

- a. The department is licensed to operate three ambulances and is duly licensed at the EMT-Paramedic Level. Therefore the department must comply with provisions as set forth in 105 CMR 170.000. The following standard shall be adhered to:
 - The departments three ambulances will be housed at Headquarters, located at 1370 Main Street Holden, Massachusetts 01520.
- b. Under 105 CMR 170.305(C) (2) (a) through (f), the department staffs it's Advanced Life Support ambulances with one EMT and one Paramedic.
- c. When operating under 105 CMR 170.305(C) (2) (a) through (f), a second Paramedic must be available for calls which require 2 Paramedics per the Medical Director. The second Paramedic must be available to be dispatched if the EMT's on scene determine a need through their assessment.
- d. 2 Paramedics shall be available to respond on the following:
 - i. Cardiac Arrest



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- ii. Respiratory Arrest
 - iii. Traumatic Arrest
 - iv. Severe Shortness of Breath
 - v. Severe or crushing C/P
 - vi. Unresponsive
 - vii. Serious MVC
 - viii. Severe Trauma
 - ix. Prolonged Extrication
 - x. Department personnel request
- e. If the Paramedic on scene determines that the additional Paramedic is not needed based upon patient presentation and treatment, then the second Paramedic may be cancelled.
- f. When transporting a patient, the ambulance must be staffed with a minimum of two ambulance attendants, both of whom shall be minimum certified as EMT's. It is noted that the OIC has the right to assign personnel as he/she deems appropriate. It is also recommended that a paramedic be kept available for ALS calls whenever possible. The department operates under a P/B configuration.
- g. It is the responsibility of the on-duty ALS member who is on-scene to insure that the patient is receiving the appropriate level of care.
- h. Fire/EMS personnel assigned to work more than 36 cumulative hours due to open shifts, holdovers/force-in or departmental need shall not be assigned to the primary ambulance upon reaching the 36 cumulative hour threshold. Due to extreme situations, if a member needs to be assigned to the primary ambulance after 36 cumulative hours, the Chief, Deputy Chief or the OIC shall be notified of the situation by the shift officer.

Inspection Authorities:

- a. All EMT's be aware that State Inspectors from the Office of Emergency Medical Services reserve the right to spot inspect vehicles as well as certifications of any and all personnel and vehicles. If an inspector from the state should approach you for a spot inspection please follow these guidelines:
 - Request that the inspector provide proper identification.
 - Notify Dispatch and the Fire Chief immediately if there is potential for any problems or delay.
 - Provide the inspector with any and all materials that they request.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

6.3– Patient Care/Transport Standards

Purpose:

Outlines the delivery of care and highlights specific actions for special situations, i.e. patient refusals, helicopter requests, ALS intercepts.

General:

Dispatch:

- a. All ambulance calls will be received by Holden Public Safety Dispatch Center referred to herein as dispatch. Dispatch will evaluate the call received and dispatch the proper personnel to the scene.
- b. It is the responsibility of the dispatcher to obtain all pertinent information, and dispatch to the proper department the nature of the call. Information should include, but not limited to the following:
 - Time of call
 - Address of call, with any cross streets needed
 - Nature of the Problem
 - Name of party calling
 - Call back number
- d. All ambulance calls will be received at the communication center, and dispatched under a priority basis:
 - Priority 1 - cardiac arrest, respiratory arrest or unscheduled field deliveries.
 - Priority 2 - heart attack, chest pain, difficulty breathing, severe head injury, unknown medical or potentially life threatening injuries.
 - Priority 3 - non-life threatening injuries.
 - Priority 4 - scheduled transfers.
- e. All dispatching will be done according to 105 CMR 170.355 Sec. (a), (b), and (c).
- f. A Dispatcher receiving calls for Priority 4 transfers shall advise the caller that the Holden Fire Department does not provide non-emergency scheduled transfers. The caller should be asked if they would like the Fire Department to respond and check on their welfare (as an emergency response).
 - The Fire Chief or Shift Officer shall be notified.
 - Refusal of this service from the caller shall be documented in the dispatch log.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Mutual Aid Services:

- a. The Holden Fire Department maintains mutual aid agreements with the following EMS services. The agreements are outlined for a class I mutual aid ambulance and Paramedic Intercepts where applicable.
 - i. West Boylston Fire Department (ALS)
 - ii. Rutland Fire Department (ALS)
 - iii. Sterling Fire Department (ALS)
 - iv. Paxton Fire Department (ALS)
 - v. Princeton Fire Department (ALS)
 - vi. MedStar EMS (ALS)
 - vii. Vital EMS (ALS)
 - viii. UMass Memorial/Worcester EMS (ALS)

Transport:

- a. Our service shall transport the sick and or injured patient without regard to race, color, creed, sex, age, or national origin. It is the responsibility of this service and its EMT's on-duty to transport the patient to the nearest and/or most appropriate facility for treatment required in an expedient manner, with regard to severity of sickness or injury and the wishes of the patient/family.
- b. In the case of pediatric injury and/or trauma, the patient should be transported to the Pediatric Trauma Center at UMass Memorial-University Campus. The wishes of the patient/family should be considered, but may be overridden, if in the judgment of the treating EMT's, the patient requires services available only at the University Campus.
- c. Holden Fire Department shall transport to definitive care facilities only. In handling emergency calls, such as chest pain and accident victims, patients will not be taken to a doctor's office or freestanding medical clinics. Patients will be transported to an appropriate hospital emergency department within the service area.

Patient Movement – Power Cot/Bariatric Transport

This guideline applies to all personnel who participate in patient care and any movement of patients or the delivery of patient care. This guideline does not pertain to specific treatment practice parameters.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Use of the Powercot:

- a. A minimum of 2 Operators is needed to manipulate the stretcher when there is a patient on it.
- b. Although the stretcher is battery-operated, remember to use proper lifting techniques while operating the stretcher at all times.
- c. All patient restraint straps shall be utilized at all times. This includes over the shoulder straps and waist strap and leg strap.
- d. The stretcher can be in any position for rolling non-patient loaded.

Use of Powerload:

- a. A minimum of 2 Operators is needed to manipulate the stretcher when there is a patient on it.
- b. Although the stretcher is essentially self-loading/unloading, remember to use caution when loading/unloading in an attempt to mitigate any technical difficulties or safety concerns.
- c. All patient restraint straps shall be utilized at all times. This includes over the shoulder straps and waist strap and leg strap.
- d. The stretcher can be in any position for rolling non-patient loaded.

Patient Carrying Devices Scoop Stretcher/Soft Stretcher:

- a. A minimum of 2 Operators is needed to employ and apply any alternative means of patient lifting.
- b. When utilizing a soft stretcher, a 4 personnel carry is recommended. One attendant at the patient's head, one controlling the patient's foot, one on each side of the patient at waist level.

Infant/Neonate Car Seat:

When transporting an infant or neonate it is recommended the patient be transported in a DOT approved car seat. The seat should be secured to the stretcher via the seat straps or the stretcher straps.

Bariatric Patients:

- a. The bariatric patient who requires emergency care has the right to timely, effective and safe treatment and transport. When an emergency occurs with a patient whose weight is in excess of 400 pounds additional safety measures must be employed to ensure safety of the patient and crew. An assessment of the patient's size, room dimensions and building access/egress must be given consideration.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- b. If the patient needs special bariatric equipment for movement or transport the OIC will request the specialized equipment to respond to the scene. In the event the information is obtained by dispatch that the patient is in excess of 400 pounds or of a large girth the OIC will then instruct the responding ambulance to gather the required equipment for the call. In this event 4 on duty crew members will respond to assist with safely moving the patient and limiting potential injury to the crew.
 - a. Equipment available for Bariatric use include the use of the Specialized manual bariatric Stretcher with a max weight capacity of 850 lbs. in an elevated position, or the use of the power loading/power lot with a max weight capacity of 700lbs.
 - b. If a patient is in excess of 850 lbs., no bariatric stretcher is available, or the patient cannot be moved safely in an elevated riding/loading height the OIC shall make an attempt to request the response of bariatric ambulance from an available private service that incorporates a winch system and/or loading ramp.
- c. The transport will consist of 3 crew members, in accordance with staffing requirements set forth by OEMS IE: Paramedic, Basic, Basic or Paramedic, Paramedic, Basic. In the event that the 5th member working is a first responder only, and they are signed off to drive the ambulances the OIC can send this member as the 3rd crew member to drive and assist with moving the patient at the hospital.
- d. At no time should a patient who weighs more than 400 pounds be moved without at least four (4) individuals to assist. In the event that the patient requires all 4 members to unload the patient at the hospital, the OIC can then follow the ambulance to the hospital in car 3.
- e. If a moving a patient requires additional more than four (4) personnel, the OIC will be designated to oversee the safety of the move and request the appropriate number of personnel to respond to the scene.
- f. At no time is any ambulance to be considered out of service simply because they have the bariatric stretcher on board, this stretcher is still capable of safely transporting any sized patient.

Communication:

- a. All medical communications will be through Central Massachusetts Emergency Dispatch (CMED), to the hospital unless contact cannot be made on this frequency. If



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

necessary, basic medical information can be relayed via dispatch if the hospital cannot be reached by radio.

Mechanical Failures:

- a. If a mechanical failure occurs while transporting a patient to a hospital, contact dispatch immediately and give your location and destination and request a back-up ambulance. Give dispatch an indication of the nature of the patient's priority. After the patient's needs have been attended to, request dispatch to send a mechanic or tow truck to your location.
- b. If a breakdown were to occur enroute to an incident, request from dispatch to send a back-up ambulance to the incident. If enroute returning from a call, have dispatch contact a mechanic or tow truck for you and advise the shift officer that you are out of service.

Trip Records:

- a. To ensure proper transference of care of all patients an ambulance run report will be filled out in its entirety, whenever the ambulance responds to a call. The completed form must be left at the receiving facility that the patient is transported to.
- b. Information to be placed on the run report, but not limited to:
 - Patient's name, address, and date of birth
 - Age and sex of the Patient
 - Patient's physician
 - Chief complaint
 - History of present illness
 - Past medical history
 - Patient's medications and allergies
 - Vital signs
 - Emergency care administered
 - Receiving Hospital
 - Times (on the road, on the scene, left scene, at receiving hospital, back in service)
 - Anything unusual that happened on the scene that caused delayed scene time.
 - Delayed response time (Blizzard, ice storm, poor road, conditions, etc.)
 - Any problem with patient loading and/or transport.
- c. ALS personnel will also document:



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- IV administration
- Advanced Airway
- Medication administration
- Cardiac Pacing/Monitoring

No-EMS Required:

- a. For the purposes of radio communication and record keeping “No EMS required” shall be defined as an ambulance that has arrived on-scene and no patient is found, has left prior to arrival, or the call was unfounded. When a “No EMS” disposition is utilized, it shall be accompanied by a PCR that includes what the exact dispatch and disposition of the call was (i.e. No EMS Required, patient gone prior to arrival, etc).

Refusal of Care:

- a. Under 105 CMR 170.355, ambulance services and their agents, including EMTs, have a duty, in the case of an emergency, to dispatch, assess and treat patients in accordance with the Statewide Treatment Protocols, and to transport patients to appropriate health care facilities in their operating area. No regulation, administrative requirement, protocol or policy permits ambulance services or their EMTs to discharge any emergency patient from their care absent a documented patient refusal.
- b. In the instance where the EMS provider feels that a patient refusal would be detrimental to the health and welfare of the patient, Medical Control can be contacted for a consult with the patient. To contact Medical Control, the provider can go through CMED via radio, contact CMED via phone to be patched through to the physician or contact the departments Medical Director on call 24/7 via phone (888-502-5595).
- c. Department Paramedics who initiate ALS procedures with an outcome of a patient refusal or obvious death (i.e. Diabetic patients, Cessation of care, etc.) are required to contact Medical Control per the Statewide Treatment Protocols.
- d. Per OEMS A/R 5-610, refusal of treatment and transport regarding patients under the age of 18 should be as follows:
 1. All minors who are under the age of 18 and not “emancipated” according to MGL Chapter 12 section 12f, fall under implied consent in an emergency situation and cannot legally refuse medical care, transportation or legally sign a refusal form.
 2. In the event of an incident involving a minor who after assessment by a Holden Fire EMS provider it is determined is not in need of medical care, an attempt to contact a Parent or Legal guardian will be made by phone. The EMS providers will accept a verbal refusal of care only from said Parent or Legal Guardian on behalf of the minor. If verbal consent of refusal is given, the EMS provider will document all aspects of the patient assessment, include pertinent patient demographics and include the Parents name, phone number they were contacted on and the time of the call on the



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- PCR form.
3. If no Parent or Legal Guardian can be reached in a reasonable time frame, the patient will be transported to the appropriate medical facility utilizing implied consent and the inability for a minor to refuse medical care and transportation.

Medical Orders for Life Sustaining Treatment/Comfort Care DNR:

Refer to Appendix "B" of the Statewide Treatment Protocol, this section will provide members with information regarding MOLST/DNR patients in both emergency and non-emergency situations.

Transporting the Deceased:

- a. The Holden Fire Department cannot, and will not, transport deceased victims of injury or illness, unless it is in the best interest of public
- b. In cases such as motor vehicle accidents, sudden death, and suicide, a hearse or the medical examiner's transport vehicle shall be used to remove a deceased victim from the scene. In some of these instances there may be a lengthy investigation; there is no need for rapid removal of the deceased victim. The Holden Police will handle contacting a medical examiner
- c. The Fire Chief, Incident Commander, on scene may only authorize transportation of a deceased person only after the Police Officer in charge has declared that removal of the deceased person is in the best interest of public safety. The deceased victim will be transported to the location to be determined by the Medical Examiner, local or State Police.

Life Flight Requests:

- a. Upon arrival on the scene, an EMT should evaluate the patient, and based upon this evaluation, as well as the geographic location of the incident and anticipated extrication time, determine the need for Life Flight. Once the need for Life Flight has been determined, the Incident Commander should be informed of the request, and he will instruct the dispatcher to contact Life Flight. Once Life Flight has accepted the call, the dispatcher should inform the Incident Commander who will select the proper landing zone and take the appropriate action to insure that the necessary resources are available to handle the incident and secure the landing zone.

Mutual Aid Requests:

- a. In the event the Holden Fire Department has been requested mutual aid for a paramedic intercept or primary ambulance coverage, the appropriate ambulance with crew will respond towards the direction of the requesting agency. In the situation of a Paramedic Intercept, the paramedics shall transfer all equipment deemed necessary to complete the call. Both ambulances shall continue the transport to an appropriate receiving facility.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Patient Restraints:

- a. Restraints are to be used to protect a patient from injuring themselves or others. They should be used as a last resort after all other means are exhausted. If possible contact Medical control for authorization of such restraints. A police officer shall be notified and should accompany the patient in the ambulance if possible. When restraints are used they must be documented on the run report and the reason for their use. CSM's should be checked before, during and every so often after applying the approved restraints.
- b. Psychiatric patients are to be transported with the same care and courtesy afforded medical patients. To ensure the safety of the patient and ambulance personnel, the patient will be secured to the ambulance cot.
- c. Chemical sedation/restraint should be utilized as deemed necessary, and in conjunction with Statewide treatment protocols or online medical control.

Mandatory Reporting:

- a. According to state law EMT's are mandated reporters of elder and child abuse. Any EMT who suspects that a patient they have transported is a victim of such abuse or neglect must report their suspicion to the appropriate authority.
- b. For elder abuse or neglect, the EMT shall file the appropriate form and follow all instruction on the form to insure that the appropriate party and agency is notified.
- c. The EMT must provide a written report of the incident. Forms can be obtained through the hospital, Police Department or from the EMS Coordinator.
- d. Child abuse or neglect must be reported in the same manner on the child abuse/neglect form and DCF must be notified.

Parents' Rights:

- a. An injured or sick child who is to be transported to a hospital or other medical facility by an ambulance or other emergency vehicle shall be accompanied by a parent upon such parent's request, unless the Emergency Medical Technician determines that the medical situation is life threatening or that the presence of a parent would create a potential risk to such child. Appropriate documentation shall be placed on the Patient Care Report (PCR) detailing reasons why the parent was not allowed to accompany the patient to the hospital in the Ambulance. If such parent was denied to accompany their child in the patient compartment both EMT's shall file a department incident report. Such incident report will accompany the patients PCR and remain as a permanent copy of the patient's record with this department. The parent who was denied entry into the patient compartment may file a written request to the department within thirty (30) days of the transport of the patient. A report will be furnished to the requesting parent providing the parameters were met contained in this paragraph.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Hazardous Waste:

- a. Hazardous waste shall be discarded in a proper Bio-Hazard bag clearly marked and disposed of at the receiving hospital. In the event that the patient is not being transported but waste is generated, the hazardous waste will be collected and red bagged at the scene and stored at the station. The DICO will be notified so that the waste collected can then be transported to the appropriate facility.

Complaints:

- a. The Chief or his designee will review all complaints received from the general public. If necessary the Chief or his designee may forward the complaint to the Department's Medical Director for review if the complaint revolves around a patient care issue. Prior to a meeting being scheduled to discuss a complaint for a patient care issue the EMT or Paramedic will be provided a copy of the PCR for review and a general overview of the basis of the complaint.
- b. The EMS Coordinator will receive complaints from a medical facility concerning patient care issues. Any complaint from a medical facility regarding a patient care issue will be forwarded to the Medical Director for review. Prior to a meeting being scheduled to discuss a complaint for a patient care issue the EMT or Paramedic will be provided a copy of the PCR for review and a general overview of the basis of the complaint.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

6.4 – Equipment, Supplies and Medication

Purpose:

To provide for the care, stock, and maintenance of the medications, equipment, and supplies used on the ambulances.

General:

- a. It is the responsibility of the on-duty personnel operating the ambulance to replace the supplies used. Restocking is to be done at Headquarters. If a particular piece of equipment cannot be restocked immediately, a note will be left with EMS Coordinator for an immediate procurement of the equipment needed.
- b. If immediate procurement is not possible the Shift Officer and/or EMS Coordinator shall be notified of the deficiency and whether this deficiency brings the ambulance below minimum equipment requirements. If the ambulance is below operational standards, it shall be taken out of service until corrective action is taken.
- c. It is primarily the responsibility of the crew member who is the driver from the scene to the hospital to restock all used supplies and equipment.
- d. Every attempt shall be made to locate and pick-up used equipment (back boards, splints, etc.)

Daily Inspection of EMS vehicles and supplies:

- a. On-duty staff will do a complete mechanical check of the EMS vehicles daily within the first hour of their tour.
- b. On-duty staff will do a complete inventory/equipment check of all BLS and ALS equipment including sign off of the narcotics log within the first hour of their tour.
- c. Paramedics are required to check and sign the narcotics log for each 12 hours of their tour per Controlled Substance Log policy, section (B).

Monthly Inspection of EMS vehicles and supplies:

- a. The on-duty staff will do a complete mechanical and equipment check of the ambulances every Monday, as assigned by the EMS coordinator
- b. The checklist will follow the OEMS required equipment and supplies.
- c. Each EMS vehicle during the weekly check will be washed inside and out. Exterior and interior compartments are to be wiped down and disinfected.
- d. Mechanical deficiencies will be reported on a Town of Holden DPW maintenance form and submitted to the Assistant Chief.
- e. Equipment deficiencies will be reported to the Shift Officer and the EMS Coordinator for repair or removal from service.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Daily Medication Inspection:

- a. All controlled substances stored and/or used will be in accordance with State Regulations 105 CMR 700.004 (C) (1) (g) and 170.986 (A).
- b. Only Massachusetts certified EMT-Paramedics and/or EMT-Intermediates will be permitted to access equipment related to Schedule VI controlled substances.
- c. Only Massachusetts certified EMT-Paramedics would be permitted to access the Schedule II, III, & IV medication kit(s).
- d. At any time Paramedic medications are dispensed, a complete Electronic Patient Care Report will be filled out at the completion of the ambulance run. This report will become a part of the patient's medical record. One copy will be left at the receiving facility.
- e. Schedule II, III, & IV Controlled Substances will be checked twice daily and noted in the "Controlled Substance Log".
- f. Other controlled substances will be checked daily to verify minimum amount needed and noted on the daily checklist.

Monthly Medication Inspection:

- a. On the first Monday of the month, on-duty staff will remove all medications from the department drug boxes to inspect for expiration, clarity or spoilage. Items may be replaced from on-hand stock. Any items not in stock will be brought to the EMS Coordinators attention so it may be ordered from the affiliate hospital pharmacy.
- b. The EMS Coordinator will conduct monthly checks of all controlled substances' expiration dates and replace the same at the Affiliate Hospital Pharmacy within one month of expiration.

Schedule VI Controlled Substances

- a. Schedule VI drugs shall be purchased and replenished from the Affiliate Hospital Pharmacy following the provisions of the pharmacy agreement.
- b. The on-duty ALS personnel will be directly responsible for the access, use, and replacement of all schedule VI controlled substances with the exception of Schedule VI drugs unless directed by the EMS Coordinator.
- c. In the event that no ALS Paramedic level personnel are scheduled for a shift or available for ambulance calls, all ALS supplies shall be secured in the locked cabinet of the ambulance.

Schedule II, III, & IV Controlled Substances:

- a. Schedule II & IV controlled substances will be kept under a double locking system,



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

which includes a hardened steel padlock.

- b. Schedule III Ketamine will be secured in separate pelican style case under a double locking system, which includes a hardened steel padlock.
- c. The boxes will subsequently be secured within the Paramedic Drug Box in a locked safe, key coded (specific to provider), within the ALS-Paramedic unit(s). The box will be checked and the amounts of each controlled substance logged in the ambulance "Controlled Substance Log". Unless a Schedule II, III, or IV controlled substance has been used or exchanged, the amounts should not have changed. If these numbers are found to be different than the previous inventory (and without explanation in the log), or the integrity of the lock has been compromised, immediately follow the Medication Loss or Tampering procedure below. In addition, an incident report should be filed; including the names of all persons who may have had access to the ALS medication cabinet/box and the Paramedic who previously signed out the meds.
- d. Each ALS-Paramedic level unit will be stocked with 600mcg Fentanyl, 15mg of Midazolam, and 500mg of Ketamine obtained from The Affiliate Hospital Pharmacy. In the event of a national shortage of Midazolam, 8mg of Lorazepam may be utilized. If a schedule II, III, or IV controlled substance is used during an ambulance run, in addition to being noted on the Patient Care Report, it will be logged in the "Controlled Substance Log".
- e. Schedule II, III, and IV controlled substances shall only be replaced by the Affiliate Hospital Pharmacy. Notations of med changes will then be made in the Controlled Substance Log.
- f. In the event of breakage or contamination, a report must be filed with the pharmacy. The hospital will keep the original, with a copy to be kept at the Fire Department. The RN or Pharmacist who accepts the broken medication, as well as the Paramedic(s) must sign this report.
- g. If, for any reason, ALS-Paramedic unit is taken out of service for maintenance, the Schedule II, III, and IV meds will be removed from the ambulance(s) and locked in the Knox Narcotics safe within the Fire Department.
- h. Failure to properly maintain the Schedule II, III, and IV medication log will be considered major infraction of policy.

Controlled Substance Log:

- a. The narcotics log books will be kept in the ambulance with its corresponding drug box
- b. For each 12 hours of the 24 hour shift (i.e. 7 am/7pm), the Paramedic on duty will enter the accurate count of Narcotics into the book in chronological order.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- c. Information entered into the pre-printed log will include:
 - i. Date
 - ii. Unit #
 - iii. Time (i.e. 07:00)
 - iv. Drug amounts
 - v. Signature
 - vi. OEMS #

- d. If narcotics are used during the course of the shift, the usage shall be notated in the pre-printed log following manner:
 - i. Date
 - ii. Unit #
 - iii. Time
 - iv. Patient name
 - v. Run Number
 - vi. Medication and amount administered
 - vii. Amount wasted if any
 - viii. Remaining amount
 - ix. Signature
 - x. OEMS #
 - xi. Waste/Restock signature(if needed)
 - o NOTE: Anytime unused medication is wasted, it shall be in the presence of an RN or Physician at the receiving facility, with signature required on the appropriate line of the PCR. If all options have been exhausted and no MD or RN will witness a waste, a paramedic partner may witness the waste.

- e. Under no circumstance when transferring narcotics in house will we strip or bring par levels below the minimum standard as follows:
 - i. Fentanyl 200 mcg
 - ii. Midazolam 10 mg
 - iii. Lorazepam 4mg (emergency stocking *only*, during national shortage of Midazolam)
 - iv. Ketamine 400mg

ACCESS TO THE DRUG KIT IS TO BE BY PARAMEDICS ONLY.

Medication Loss and or Tampering:

Medication Losses

- a. Medication losses should be reported immediately upon discovery of the loss to:
 - EMS Coordinator



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- Chief of the Department
- b. The EMS coordinator shall institute an in house investigation and report the findings to the Chief of the Department.
- c. In the case of loss of controlled substances, the paramedic shall:
 - Notify the EMS coordinator
 - Notify the Chief of the Department
 - Document the incident in writing on department incident report.
- d. In the case of loss of controlled substance, the EMS coordinator shall:
 - Notify the appropriate hospital pharmacy.
 - Investigate the incident and submit a written report of the findings to the Chief of the Department
 - Notify the Affiliate Hospital Medical Director and the Regional Medical Director.
 - Notify the Massachusetts Drug Control Program within 72 hours.
- e. In any case of medication loss where investigation does not satisfactorily Conclude location of the missing item the following shall be notified:
 - Medical Care Advisory Board
 - All hospital pharmacies
 - Holden Police Department
 - Notify the Massachusetts Drug Control Program within 72 hours

Medication Error

- a. All errors in medication administration shall be reported immediately in the following manner:
 - Medical control physician
 - Patient's primary receiving nurse
 - EMS coordinator
- a. All medication-administered errors shall be documented in writing:
 - On the run sheet
 - On department incident report
- b. The EMS coordinator shall:
 - Notify the Affiliate Hospital Medical Director immediately.
 - Notify the Chief of the Department, or his designee.
 - Investigate the incident and report in writing to the Affiliate Hospital Medical Director and chief of the department within 72 hours.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Defibrillator Maintenance:

- a. The defibrillator/cardiac monitor shall be maintained according to manufacturer's recommendations and specifications. The defibrillator/cardiac monitor(s) shall be inspected as per manufacturer recommendation and or specification. Performance testing shall be conducted under the current service agreement.

Biomedical Equipment:

- a. It is the policy of the Holden Fire Department to follow the manufacturer's guidelines for the care and maintenance of Biomedical Equipment. Such information is kept by the EMS Coordinator at Fire Headquarters.
- b. Equipment such as the LifePak AED, LifePak 12/ 15 monitor defibrillator and Lucas Press is maintained through a service agreement between the Holden Fire Department and Medtronic Physio-Control.

Developed: 05/09

Revision: 01/14, 04/19

Reviewed: 01/14, 04/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

6.5– Preceptor/Orientation Program

Purpose:

In accordance with the Massachusetts Office of Emergency Medical Services requirement set forth in 105 CMR 170.305, we have developed a guideline to establish minimum experience levels and skill competencies for each of its EMTs, or Paramedics.

Scope:

This document is meant to provide a minimum standard skill set for newly appointed or newly promoted EMTs and Paramedics. It does not prevent the department from exceeding such guideline if it is mutually agreed upon by the department, and the Affiliate Hospital Medical Director (AHMD). Any deviation from this policy shall be in writing and attached to the final document.

General:

- a. The EMT/Paramedic will meet with the EMS Coordinator to be assigned a department preceptor who will guide the new provider through the process. The preceptor will be one of the EMS department's senior Paramedics as designated by the EMS Coordinator.
- b. The department will be responsible for scheduling the hours and days for the new provider to precept. The pay for that time will be at the discretion of the Chief of Department.
- c. EMTs shall, at a minimum, furnish a valid state EMT certification, and valid AHA BLS CPR Card, and proof of ALS/BLS Interface Training (prior to being placed in "Second Rider" configuration)
- d. Paramedics shall, at a minimum, furnish a valid state Paramedic certification, AHA BLS CPR Card, and ACLS Card, and ALS/BLS interface. Within six months, Paramedics shall obtain AHA PALS, and Inter-facility Transfer Training, and Ventilator training.
- e. The Providers Orientation will include:
 - a. List of authorized Field Training Officers
 - b. Overview of Department's Command Staff
 - c. Review Department Policies/Procedures
 - d. Review Statewide Treatment Protocols
 - e. Review of Bloodborne Pathogen Training
 - f. Meet with the Affiliate Medical Director (Paramedic Only)
 - g. Review of Hospital Destinations/Point of Entry
 - h. Review of Dispatch/CMED procedures
 - i. Familiarization of ambulance and equipment
 - j. Medication/Equipment stocking and restocking procedures/requirements.
 - k. Paramedics will be provided a 4 digit Narcotic Key Code, review of Narcotic Log and narcotic restocking practices will be provided
- f. The following staffing configurations will be allowed for the purposes of field orientation:



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- a. **Third Rider:** A candidate that is supervised by two fully operational EMTs or Paramedics
- b. **Second Rider:** A candidate that is supervised by one fully operational Paramedic
- c. **Training Truck:** Two candidates of equal certification levels that are supervised by one senior Paramedic.
 - i. Call/Career Paramedic – Minimum of 48 hours riding in “third-rider” configuration. Followed by a minimum of 528 hours in “Second Rider” or “Training Truck” configuration (dependent upon experience). The Paramedic candidate shall have a minimum of 15 successful ECG interpretations, and 15 successful EMS team “leads.”
 - ii. Call/Career EMT – minimum of 48 hours riding third, followed 144 hours in “Second Rider” or “Training Truck” configuration (dependent upon experience). The EMT shall have a minimum of 15 successful EMS team “leads.”
- g. During third riding, the Preceptor will be required to file progress reports with the EMS Coordinator on a Department approved form which document the new EMS provider’s progress to date. The evaluation will be submitted weekly for the new Career Paramedic/Career EMT and after each shift. (See department Preceptor Packet)
- h. During the course of the candidate’s mentorship, a call or topic relevant to their experience will be selected by the EMS Coordinator, for which the candidate will be responsible to research, create a lesson plan, and instruct to the department at a mutually agreeable time within six months of hire.
- i. In the essence of time, at the discretion of the EMS Coordinator and Fire Chief, the department may allow a scenario based/simulation lab assessment to complete skills from the preceptor program.
- j. The Preceptor(s) and the EMS Coordinator will review the progress of each provider throughout the process to evaluate and amend training based on performance. Once it is felt that the new provider has successfully completed his/her training program and no longer needs to be monitored, the recommendation to clear the new EMS provider for full-duty will be forwarded to the Chief of Department.
- k. In the event that the new provider exhibits the inability to operate as part of an EMS crew without the supervision of a preceptor, the provider, preceptor, EMS coordinator and Chief will schedule a meeting to discuss the options of the provider and determine continuation or termination in the preceptor program.
- l. Paramedics hired with the less than two years of Paramedic experience in a busy EMS system, shall at no time, be utilized in a Paramedic/Basic configuration for a minimum of one year from hire date.

Developed: 04/10

Revision: 01/14, 04/19

Reviewed: 01/14, 04/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

6.6 – HIPPA

Purpose:

Describes how medical information about a patient may be used and disclosed, and how someone can access this information.

General:

By law, the Holden Fire Department must protect the privacy of your health information. The Holden Fire Department may use or share your health information without your consent in the following instances:

- When the U.S. Department of Health and Human Services needs it to make sure your privacy is protected;
- When required by law;
- For insurance purposes, when required by your insurance carrier for services you receive from the Holden Fire Department;
- To operate its programs, such as evaluating the quality of health care services you receive;
- With your health care providers to coordinate your treatment and the services you receive;
- For oversight activities authorized by law, including fraud and abuse investigations;
- For research projects that meet privacy requirement, and help us evaluate or improve the Service's programs;
- With other government agencies that give you benefits or services;
- In response to a court order or a lawfully issued subpoena;
- To prevent or respond to an immediate and serious health or safety emergency;
- To tell you about new benefits and services, or health care choices you have.

Except as described above, the service cannot use or share your health information with anyone without your written permission. You may cancel your permission at any time, as long as you notify us in writing. Note: This service cannot take back any health information we used or shared when we had your permission.

Patient Rights under HIPPA:

- a. To see and get a copy of your health information, you must ask for this in writing. The service may charge you a fee to cover certain costs, such as copying and postage.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- b. To ask the Service to change your health information if you believe it is wrong or incomplete. You must tell us in writing which health information you want us to change and why;
- c. To ask the Holden Fire Department to limit its use or sharing of your health information. You must ask for this in writing. Holden Fire Department may not be able to grant this request.
- d. To ask the Holden Fire Department to get in touch with you in some other way, if contacting you at the address or phone number we have on file for you would put you in danger. You must tell us in writing that you are in danger, and exactly where and how Holden Fire Department should contact you;
- e. To get a list of when and with whom Holden Fire Department has shared your health information, with certain exceptions. You must request this in writing;
- f. To get a paper copy of this notice at any time.

These rights may not apply in certain circumstances. Holden Fire Department takes your privacy seriously and is required by law to abide by the terms of this Privacy Notice.

If you would like to exercise any of the rights that we describe in this Notice, or if you feel that the Holden Fire Department has violated your privacy rights, contact us immediately in writing at the following address:

Holden Fire Department
ATTN: EMS Coordinator
1370 Main Street
Holden, MA 01520

Filing a complaint or exercising your rights will not affect your service. You may also file a complaint with the U.S. Secretary of Health and Human Services.

Holden Fire Department reserves the right to change the terms of this Privacy Notice and to make any new Privacy Notice provisions effective for your entire PHI that it maintains.

This Notice is in effect as of April 14, 2009.

Developed: 04/09

Revision: 01/14, 04/19

Reviewed: 01/14, 04/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

6.7 – Infection Control

Purpose:

To assist our organization in implementing and ensuring compliance with exposure and infection control standards as provided by OSHA, the CDC and Massachusetts DOS, thereby protecting our employees and patients.

Scope:

The Holden Fire Department is committed to providing a safe and healthful work environment for our entire staff. In pursuit of this goal, the following Exposure Control Plan (ECP) is provided to eliminate or minimize occupational exposure to blood borne pathogens in accordance with OSHA standard 29 CFR 1910.1030, "Occupational Exposure to Blood borne Pathogens."

General:

Program Administration:

- a. The Holden Fire Department is responsible for implementation of the ECP. The Emergency Medical Services Division will maintain, review, and update the ECP at least annually, and whenever necessary to include new or modified tasks and procedures.
- b. Those employees who are determined to have occupational exposure to blood or other potentially infectious materials (OPIM) must comply with the procedures and work practices outlined in this ECP.
- c. Holden Fire Department will provide and maintain all necessary personal protective equipment (PPE), engineering controls (e.g., sharps containers), labels, and red bags as required by the standard. Holden Fire Department will ensure that adequate supplies of the aforementioned equipment are available in the appropriate sizes.
- d. Holden Fire Department will be responsible for ensuring that all medical actions required by the standard are performed and that appropriate employee health and OSHA records are maintained.
- e. Holden Fire Department will be responsible for training, documentation of training, and making the written ECP available to employees, OSHA, and NIOSH representatives.
- f. Department employees wishing to express ideas, concerns, or input on infection control should forward these to the EMS Coordinator.

Sanitary Practices:

- a. It is the policy of the Department to comply with Universal Precautions as recommended by the Center for Disease Control and the Massachusetts Department of Public Health.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- Cover all open cuts or lesions on your hands with bandages or gloves while rendering patient care.
 - Minimize contact with patient blood or secretions by using gloves and gowns and masks.
 - Wash your hands thoroughly before touching your eyes or mouth
 - Always carry resuscitative equipment with you at all calls so there is no need to perform mouth to mouth/nose resuscitation.
 - Use extreme caution when working with sharp objects
 - Never recap needles or syringes! Use sharps container provided in the ambulance. Do not place sharps anywhere except in the sharps container.
 - Provide tissues and instruct patient to use them when coughing or sneezing.
 - Consider using a mask for prolonged exposure when a patient is coughing or sneezing.
 - Receive the appropriate immunizations and annual tuberculin tests.
 - Report any unprotected exposures to the appropriate facility, and Designated Infection Control Officer (DICO).
- b. At the end of each call, the ambulance needs to be cleaned and disinfected. Contaminated surfaces and areas must be cleaned with the proper agents as provided at the hospital. Attendants must observe Universal Precautions when cleaning.
- c. Bloody or contaminated items must be placed in a red biohazard bag that is labeled as such. These bags along with the sharps containers will be disposed of on a regular basis at whichever medical facility the patient has been transported to.
- d. It is the responsibility of the crew member to make certain that all infected areas and/or equipment are properly sanitized.

Employee Exposure Determination:

- a. All employees will utilize universal precautions as appropriate. The following is a list of all job classifications at our establishment in which all employees have occupational exposure:
- Firefighter
 - Firefighter/EMT-Basic
 - Firefighter/EMT-Intermediate
 - Firefighter/EMT-Paramedic



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Exposure Control Plan:

- a. Employees covered by the blood borne pathogens standard receive an explanation of this ECP during their initial training session. It will also be reviewed in their certification refresher training.
- b. All employees can review this plan at any time during their work shifts. If requested, we will provide an employee with a copy of the ECP free of charge and within fifteen (15) days of the request.
- c. Holden Fire Department is responsible for reviewing and updating the ECP annually or more frequently as necessary to reflect any new or modified tasks and procedures that affect occupational exposure and to reflect new or revised employee positions with occupational exposure.

Engineering Controls and Work Practices:

- a. Engineering controls and work practice controls will be used to prevent or minimize exposure to blood borne pathogens. The specific engineering controls and work practice controls used are listed below (for example: Protect-IV Intravenous Catheters, needleless systems):
 - Sharps disposal containers are inspected and maintained or replaced by crew members on vehicles or whenever necessary to prevent overfilling.
 - Germicidal wipes are available to clean ambulance surfaces.
 - Alcohol gel/foam dispensers located in driver and patient compartment areas to prevent cross-contamination.
 - We will evaluate new procedures and new products regularly when presented with such material.
- b. Holden Fire Department is responsible for ensuring that these recommendations are implemented.

Personal Protective Equipment (PPE):

- a. PPE is provided to our employees at no cost to them. Training in the use of the appropriate PPE for specific tasks or procedures is provided by Holden Fire Department. The types of PPE available to employees are as follows:
 - Non-latex exam gloves
 - Eye protection (goggles, safety glasses)
 - Gowns



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- Masks
 - Infection Control Kits
- b. PPE is located in all ambulances and may be obtained or restocked from the supply room. The EMS Coordinator will ensure stocking and maintaining the stock of PPE for Department use.
- c. All employees using PPE must observe the following precautions:
- Wash hands immediately or as soon as feasible after removing gloves or other PPE.
 - Remove PPE after it becomes contaminated and before leaving the work area.
 - Used PPE may be disposed of in approved waste containers at hospitals. In the event contaminated PPE returns to the station, this material will be disposed of in an appropriate bio-hazard bag.
 - Wear appropriate gloves when it is reasonably anticipated that there may be hand contact with blood or OPIM, and when handling or touching contaminated items or surfaces; replace gloves if torn, punctured or contaminated, or if their ability to function as a barrier is compromised.
 - Utility gloves may be decontaminated for reuse if their integrity is not compromised; discard utility gloves if they show signs of cracking, peeling, tearing, puncturing, or deterioration.
 - Never wash or decontaminate disposable gloves for reuse.
 - Wear appropriate face and eye protection when splashes, sprays, spatters, or droplets of blood or OPIM pose a hazard to the eye, nose, or mouth.
 - Remove immediately or as soon as feasible any garment contaminated by blood or OPIM, in such a way as to avoid contact with the outer surface.
- d. The procedure for handling used PPE is as follows:
- Regulated waste is placed in containers which are closable, constructed to contain all contents and prevent leakage, appropriately labeled or color-coded (see the following section "Labels"), and closed prior to removal to prevent spillage or protrusion of contents during handling.
 - Contaminated sharps are discarded immediately or as soon as possible in containers that are closable, puncture-resistant, leak proof on sides and bottoms, and appropriately labeled or color-coded.
 - Bins and pails (e.g., wash or emesis basins) are disposed of as soon as feasible after visible contamination.
 - Broken glassware that may be contaminated is only picked up using mechanical means, such as a brush and dustpan.
- e. The following laundering requirements must be met:



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- Handle contaminated laundry as little as possible, with minimal agitation
- Place contaminated laundry in leak-proof, labeled waste bags with appropriate labeling (i.e. “soiled linen / uniform) for this purpose.
- Gloves will be worn when handling and/or sorting contaminated laundry.
- Laundering facilities are located at HQ.

Hepatitis-B Vaccination:

- a. Holden Fire Department will provide training to employees on Hepatitis-B vaccinations, addressing safety, benefits, efficacy, methods of administration, and availability.
- b. The Hepatitis-B vaccination series is available at no cost during initial Physical Examination prior to employment. Vaccination is encouraged unless: 1) documentation exists that the employee has previously received the series; 2) antibody testing reveals that the employee is immune; or 3) medical evaluation shows that vaccination is contraindicated.
- c. However, if an employee declines the vaccination, the employee must sign a declination form. Employees who decline may request and obtain the vaccination at a later date at no cost. Documentation of refusal of the vaccination is kept in the employees personnel file.
- d. Following the medical evaluation, a copy of the health care professional's written opinion will be obtained and provided to the employee within fifteen (15) days of the completion of the evaluation. It will be limited to whether the employee requires the hepatitis vaccine and whether the vaccine was administered.

Post-Exposure Evaluation:

- a. Should an exposure incident occur, notify the Shift Officer, OIC and contact the EMS Coordinator/DICO.
- b. An immediately available confidential medical evaluation and follow-up will be conducted by the facility to which the patient was transported. Following initial first aid (clean the wound, flush eyes or other mucous membrane, etc.), the following activities will be performed:
 - Document the routes of exposure and how the exposure occurred.
 - Identify and document the source individual (unless the employer can establish that identification is infeasible or prohibited by state or local law).
 - If possible, obtain consent and make arrangements to have the source individual tested as soon as possible to determine HIV, HCV, and/or HBV infectivity; document that the source individual's test results were conveyed to the employee's health care provider.
 - If the source individual is already known to be HIV, HCV and/or HBV positive, new testing need not be performed.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- Assure that the exposed employee is provided with the source individual's test results and with information about applicable disclosure laws and regulations concerning the identity and infectious status of the source individual (e.g., laws protecting confidentiality).
- After obtaining consent, collect exposed employee's blood as soon as feasible after exposure incident, and test blood for HBV and HIV serological status
- If the employee does not give consent for HIV, HCV, HBV or serological testing during collection of blood for baseline testing, preserve the baseline blood sample for at least 90 days; if the exposed employee elects to have the baseline sample tested during this waiting period, perform testing as soon as feasible.

Administration of Post-Exposure Follow-up:

- a. Holden Fire Department ensures that health care professional(s) responsible for employee's Hepatitis-B vaccination and post-exposure evaluation and follow-up are given a copy of OSHA's blood borne pathogens standard.
- b. Holden Fire Department ensures that the health care professional evaluating an employee after an exposure incident receives the following:
 - A description of the employee's job duties relevant to the exposure incident
 - Route(s) of exposure
 - Circumstances of exposure
 - If possible, results of the source individual's blood test
 - Relevant employee medical records, including vaccination status
- c. Holden Fire Department provides the employee with a copy of the evaluating health care professional's written opinion within 15 days after completion of the evaluation.

Evaluation of an Exposure Incident:

- a. Holden Fire Department will review the circumstances of all exposure incidents to determine:
 - Engineering controls in use at the time
 - Work practices followed
 - A description of the device being used (including type and brand)
 - Protective equipment or clothing that was used at the time of the exposure incident (gloves, eye shields, etc.)
 - Location of the incident
 - Procedure being performed when the incident occurred



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- Employee's training
- b. If revisions to this ECP are necessary Holden Fire Department will ensure that appropriate changes are made.

Employee Training:

- a. All employees who have occupational exposure to blood borne pathogens receive initial and refresher training conducted by the Holden Fire Department.
- b. All employees who have occupational exposure to blood borne pathogens receive training on the epidemiology, symptoms, and transmission of blood borne pathogen diseases including but not limited to meningitis, childhood diseases, Hepatitis A & B, human immunodeficiency virus (HIV), lice, and scabies. In addition, the training program covers the following elements:
 - A copy and explanation of the OSHA blood borne pathogen standard.
 - An explanation of our ECP and how to obtain a copy.
 - An explanation of methods to recognize tasks and other activities that may involve exposure to blood and OPIM, including what constitutes an exposure incident.
 - An explanation of the use and limitations of engineering controls, work practices, and PPE.
 - An explanation of the types, uses, location, removal, handling, decontamination, and disposal of PPE.
 - An explanation of the basis for PPE selection
 - Information on the Hepatitis-B vaccine, including information on its efficacy, safety, method of administration, the benefits of being vaccinated, and that the vaccine will be offered free of charge
 - Information on the appropriate actions to take and persons to contact in an emergency involving blood or OPIM
 - An explanation of the procedure to follow if an exposure incident occurs, including the method of reporting the incident and the medical follow-up that will be made available
 - Information on the post-exposure evaluation and follow-up that the employer is required to provide for the employee following an exposure incident
 - An explanation of the signs and labels and/or color coding required by the standard and used at this facility
 - An opportunity for interactive questions and answers with the person conducting the training session.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Training Records:

- a. Training records are completed for each employee upon completion of training. These documents will be kept for at least three years at Holden Fire HQ by the EMS Coordinator

The training records include:

- the dates of the training sessions
 - the contents or a summary of the training sessions
 - the names and qualifications of persons conducting the training
 - the names and job titles of all persons attending the training sessions
- b. Employee training records are provided upon request to the employee or the employee's authorized representative within fifteen (15) working days. Such requests should be addressed to the Chief.

Medical Records:

- a. Medical records are maintained for each employee with occupational exposure in accordance with 29 CFR 1910.1020, "Access to Employee Exposure and Medical Records."
- b. Holden Fire Department is responsible for maintenance of the required medical records. These confidential records are kept in a locked cabinet in the Administrative Office for at least the duration of employment plus 30 years. Employee medical records are provided upon request of the employee or to anyone having written consent of the employee within fifteen (15) working days. Such requests should be sent to the Chief.

OSHA Recordkeeping:

- a. An exposure incident is evaluated to determine if the case meets OSHA's Recordkeeping Requirements (29 CFR 1904). This determination and the recording activities are done by Holden Fire Department.

Developed: 01/14

Revision: N/A

Reviewed: 04/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

6.8 – Mass Casualty Incidents

Purpose:

To ensure that in the event of a mass casualty incident (MCI), there is a coordinated and systematic delivery of patient care that integrates resources that are requested by the Incident Commander (IC).

General:

- a. A mass casualty incident (MCI) is any incident in which emergency medical services resources, such as personnel and equipment, are overwhelmed by the number and severity of casualties.
- b. When confronted with any mass casualty incident (MCI), the overall goal is to save the greatest number of patients from possible death or serious disability. This can be accomplished by prompt triage, appropriate treatment, and prioritized patient transportation to designated medical facilities.
- c. Once on arrival to the incident scene immediately establish an Incident Commander and conduct an assessment of the incident scene to determine what will be required for additional Fire/EMS resources. If an MCI is declared, notify dispatch of the same. OIC or medical command staff shall contact CMED so all of the area hospitals can assess their capabilities to treat patients. Once an MCI is declared, treatment facilities will not receive patient information from the transporting ambulances.
- d. The Incident Command System shall be utilized at all MCI's per department policy, including vests to identify each individual position within the incident.
- e. The SMART MCI bag shall be utilized at MCI incidents whenever possible.

Developed: 01/14

Revision: N/A

Reviewed: 04/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

6.9 – Encountering a Physician or Nurse in the field

- a. In the event a physician or nurse arrives at the scene of an illness or injury to which the Holden Fire Department ambulance has been dispatched, the Firefighter/E.M.T. and/or Firefighter/Paramedic should advise such a person of the following:
 - A physician is providing direct medical control orders over the radio to the Firefighter/Paramedics.
 - Holden Firefighter/E.M.T.'s/Paramedics function under standing orders
 - The paramedics on scene are trained in Advanced Life Support procedures.
 - If the physician or nurse continues to treat the patient, he/she must accompany the patient to the hospital.
 - Holden Fire Department personnel will take medical control from previously designated Emergency Room physicians only.

- b. Medical direction will not be turned over to any physician without permission from medical control. Personnel must inform medical control of on scene physician's name, credentials, and hospital affiliation. Medical control will advise the Holden Fire Department personnel to continue care under medical control or take medical control from the on-scene physician.

Developed: 04/09

Revision: 01/14

Reviewed: 01/14, 04/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

6.10 -EMS Third Rider

Purpose:

To provide a standard for non-department member EMT/Paramedic students, riding with the Holden Fire Department.

Scope:

Educating new EMT/Paramedic students through practical real world situations is a great opportunity for the student to build skills as well as keep the educator current. The Holden Fire Department desires to maintain a positive public image through establishing rules for EMT students wishing to third ride.

General:

E.M.T. students of all levels affiliated with an approved college or school will:

- a. Be scheduled to ride from 07:00-19:00 on approved schedule days for as long as agreed upon by the Program's Coordinator and the Holden Fire Department. The Holden Fire Department reserves the right to dismiss any student that does not adhere to the rules of the program.
- b. Conduct skills approved by the school and the Holden Fire Department under the direction of the appropriate level EMT.
- c. Dress in a professional manner, such as kakis and button down shirt or appropriate golf shirt. Students will also wear a name tag with the students name and school on it or an article of clothing with the same information on it. Fire department clothing from another department are not to be worn (this includes explorer uniforms).
- d. Adhere to proper Hygiene and Grooming.
- e. All scheduling will be done through the Holden Fire Department's EMS Coordinator.
- f. Intermediate and Paramedic students must come from a program that is accredited by the State of Massachusetts.
- g. Students must show proof of insurance.

The memorandum of understanding shall be on file with the E.M.S. Coordinator prior to riding.

Developed: 04/09

Revision: 01/14

Reviewed: 01/14, 04/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

700 – Training

This section will discuss in detail the training requirements that are established by the Department including recruit training, driver training, on-duty training, and Call FF training.

7.1 – Recruit Training

Purpose:

To establish the basic training requirements needed for entry level call firefighters.

General:

- a. After meeting the established entry requirements, new call firefighters will be titled “Auxiliary Members” and placed on an eligibility list to attend recruit training. Once enrolled and attending the MFA training program the status will be changed to “Firefighter Recruit”.
- b. Any candidate that has not been affiliated with a fire department and is not certified as a FF I/II must attend, successfully pass the Massachusetts Fire Academy Call/Vol Recruit Training Program or other accredited program that is approved by the Chief or his designee and obtain certification to the level of Firefighter I/II to be promoted as a call firefighter.
- c. All members in attendance of the recruit training program will abide by all of the rules and regulations in place for the program. After graduation from the recruit training program and successful certification as a Firefighter I/II by the Massachusetts Fire Training Council, the member will be promoted to “Probationary Firefighter” and placed on probation for the period of one (1) year.

Developed: 03/14

Revision: 03/19

Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

7.2 – On-Duty Training

Purpose:

To establish training requirements for on-duty personnel.

General:

- a. It is the goal of the Holden Fire Department to offer some type of training experience on a daily basis.
- b. Understanding that a typical day is unpredictable, the on-duty group will conduct daily quick drill trainings the duration of which will be determined by the Training Captain or the Shift Officer.
- c. The department will set monthly training topics that all groups need to cover within the month. The monthly subject will be taught from a lesson plan provided by the department to insure consistency.
- d. Career Firefighters will be required to complete yearly Mandatory Trainings as prescribed in 7.3 – Department Training/Mandatory Training subsection a. It is at the discretion of the Captain of Training as to which of these can be completed on duty.
- e. After on-duty training is completed the Shift Officer is responsible for submitting a group training roster and accounting for all members in attendance at the training session. These rosters are entered into the appropriate class folder in the training software program to be kept as a permanent record.

Developed: 11/12

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Reviewed: 07/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

7.3 – Department Training

Purpose:

To establish requirements for Call Department training.

General:

- a. The Holden Fire Department offers training for department call firefighters on the 1st and 3rd Tuesday nights of the month. Tuesday night training begins at 1830hrs at fire HQ.
- b. Members shall attend training sessions in the Class “C” uniform.
- c. The Tuesday night training schedule is developed by the Training Committee.
- d. The department will schedule and hold full department trainings from time to time on an annual basis as determined by the Training Captain.
- e. Call Firefighters are required to attend 80% of the scheduled trainings annually.

Mandatory Trainings:

- a. The following trainings will be mandatory for all firefighters to complete each calendar year:
 1. SCBA
 2. Search/Rescue
 3. Pumps/Water Supply
 4. Apparatus Checkoff(operators)
 5. Ladders
 6. Live Fire (burn facility/acquired structure)
- b. Firefighters will be given sufficient notice of mandatory training sessions. Make up dates may be scheduled at the discretion of the Chief. All mandatory training sessions are to be attended with the department. Outside classes with the exception of Live Fire training will not be accepted.
- c. Firefighters who do not complete the mandatory training session will have 30 days after the completion of the training to make the session up. Live fire training sessions will have 90 days after the completion of training to make the session up due to the need to schedule the training through the Massachusetts Firefighting Academy. Based upon the number of firefighters in need, the department reserves the right to schedule an additional make up session.
- d. Failure to complete mandatory training will result in removal from the active firefighter roster/payroll until such time as the training is completed.

Developed: 01/14

Revision: 03/19

Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

7.4 – Live Burn Training

Purpose:

To establish guidelines that apply to all live burn training exercises conducted by, and or sponsored by the Holden Fire Department in or at structures or sites owned or controlled by the Town of Holden.

General:

- a. Live burn training provides a realistic means of training firefighters. While this type of training provides high levels of realism it carries with it most of the hazards and dangers of firefighting at actual emergencies. Live burn training exercises must be planned with care and supervised closely by qualified instructors and overseen by a Safety Officer.
- b. All live burn operations shall be under the direction of a designated Officer-in-Charge (OIC) who shall ensure a productive, safe learning environment and who shall be responsible for compliance with all applicable policies. The OIC shall wear a vest that displays “Command”.
- c. A Safety Officer shall be designated for each live burn training exercise. This person shall be strategically placed so they have the ability to react to any unplanned or threatening situation. The Safety Officer will also be responsible for monitoring room temperatures during each evolution. The exterior Safety Officer shall wear a vest that displays “Safety”.
- d. An interior Safety Officer shall be designated for each floor that is being utilized for live burn operations. This person shall be strategically placed so they have the ability to react to any unplanned or threatening situation on the interior of the building.
- e. A pre-burn briefing shall be conducted prior to all live burn training exercises. This briefing shall include but not be limited to identification of the OIC, Safety Officer, Interior Safety Officer and EMS Personnel. The briefing shall also include safety procedures, evacuation procedures, procedures to be followed during the exercise, location of EMS and procedures to be followed in the event of an emergency.
- f. Provisions for Emergency Medical Services shall be provided prior to all exercises in the following manner:
 - The minimum of one Class I ambulance on site at all times
 - A specific location is designated for EMS and all equipment is set up in that area ready for use.
 - All students, instructors and instructor aids are informed of the location of EMS

Minimum Training Standards:

- a. In order to ensure safe operations during a live burn training all participating students shall have achieved a minimum level of basic training.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- b. Prior to being permitted to participate in live burn training the students shall have received training to meet the applicable performance objectives for Fire Fighter I of the NFPA 1001, Standard for Firefighter Professional Qualifications (2002), 5.3.3 Fire ground Operations.
 - Objective 3-3.17 Safety
 - Objective 3-3.9 Fire Behavior
 - Objective 3-3.15 Portable Extinguishers
 - Objective 3-3.2 Personal Protective Equipment
 - Objective 3-3.5 Ladders
 - Objective 3-3.9 Fire Hose, Appliances and Streams
 - Objective 3-3.12 Overhaul
 - Objective 3-3.10 Ventilation

Protective Clothing and Equipment:

- a. Each participant in a live burn training exercise shall be equipped with full protective clothing and positive-pressure self-contained breathing apparatus (SCBA). Personal Alert Safety System (PASS) devices shall be operable. All participants shall be inspected by the Safety Officer to ensure that the protective clothing and SCBA comply with the applicable NFPA standards and are being properly worn prior to entry into a live burn training exercise. The Safety Officer shall ensure that the PASS devices comply with the applicable standards, are operational, and are being properly worn prior to entry into a live fire training exercise.
- b. Each participant in a live burn training exercise shall breathe from a positive pressure SCBA whenever one or more of the following conditions exist:
 - Operating in an atmosphere that is oxygen deficient or contaminated by products of combustion or both.
 - Operating in an atmosphere that is suspected of being oxygen deficient or contaminated by products of combustion or both.
 - Operating in any atmosphere that may become oxygen deficient or contaminated, or both.
 - Operating below ground level.

NOTE: No one shall be allowed to breathe smoke, toxic vapors, or fumes, products of combustion or other contaminated atmospheres or be exposed to an oxygen deficient atmosphere.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Water Supply:

- a. The water supply for any individual live burn training exercise shall be based on the extent of the evolution, method of attack to be deployed and the back-up lines required.
- b. Water supply for attack lines shall be available from a pump set at either a hydrant or at a static water source. Water supply for back-up lines shall be available from a separate pump set at either a hydrant or at a static water source. The same water source may supply both the attack and back-up lines.
- c. It shall be the responsibility of the Instructor-in-Charge to insure that a continuous supply of water will be established at all times and that in the event of mechanical failure of a pump, complete loss of water will not result.

Fuel:

- a. Fuel used for live burn training evolutions shall be pine excelsior, wooden pallets, or straw and other ordinary non-hazardous combustibles. Reasonable efforts shall be made to ascertain that all fuels have not been treated with pesticides or other harmful chemicals. The use of flammable/combustible liquids, tires, or other such material is prohibited.

Safety:

- a. Sufficient back-up lines shall be provided to ensure adequate protection for personnel on training attack lines.
- b. The Instructor-in-Charge of the live burn training exercise shall determine prior to each specific evolution how many training attack lines and back-up lines will be necessary. Each back-up hose line shall be capable of delivering a minimum of 100 gallons per minute. The Instructor-in-Charge shall:
 - Assign one instructor to each training attack line crew which shall not exceed five (5) students.
 - If the training fires are involving more than one floor, provide a back-up line for each level of operation.
 - Assign one instructor or instructor aid to each back-up line.
- c. Additional safety personnel as deemed necessary by the Safety Officer shall be strategically placed within the structure to react to any unplanned or threatening situation or condition.
- d. A method of communication shall be established to allow coordination between the Instructor-in-Charge, Safety Officer, and all operating sectors within the operations area.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- e. Support staff shall be designated to ignite the training fires under the supervision of the Safety Officer. These persons shall not be students and shall wear full PPE including SCBA. The decision to ignite the training fire shall be made by the Instructor-in-Charge in coordination with the Safety Officer.
- f. No person(s) shall be placed inside the building to play the role of a victim!
- g. Entry and egress points shall not be blocked with any materials.

Developed: 01/14

Revision: N/A

Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

800 – Communication

This section has been developed to standardize any and all communications. Standard radio procedures ensure clarity of meaning and prevent miscommunications. Clarifying the communications also promotes professionalism within the department.

8.1 – Radio Procedures

Purpose:

To ensure that all radio communications are clear and concise. To provide a clear guideline on emergency radio procedures in the event of a firefighter emergency.

General:

In accordance with the Federal Communication Commission's licensure, department radios are only to transmit communications essential to official public safety activities. All communications should be restricted to the minimum practical transmission times. The use of profane, indecent or obscene language is forbidden. Any misuse of the department's radio frequencies is forbidden.

Radio Designations:

- a. Every apparatus in the department has an assigned radio designation. When a member is riding in or operating from a piece of apparatus, they will use the vehicle's title as the assigned radio designation for required communications.
- b. The assigned radio designations for apparatus are as follows (the following is an example of one piece of equipment; insert the proper vehicle identification for other apparatus):
 - Engine 100 – Officer
 - Engine 1 Pump – Operator
 - Engine 101 - Firefighter

(Note: each seat in all apparatus has a unique radio identifier for accountability. This ID also corresponds with the SCBA assigned to that seat with the exception of Tower 1).

- c. The member's "M" designation or firefighter number will be used as the identifying call sign; when operating outside of an emergency incident, when reporting an emergency incident that they have come upon, or other required routine communications.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Radio Usage at an Incident:

- a. When operating at an incident, the Incident Command System (ICS) will be used. The functional titles from ICS will be used as radio call identifiers (i.e. Command, Operations, Division, Roof, etc.), along with any other descriptive identifier of the function or location being performed by an individual or by a group.
- b. When known, the vehicles assigned radio designations should be used to contact individual members.
- c. A member's "M", "W" or "C" designation or firefighter number may be used to selectively call a member performing a special function or task that cannot be identified by an ICS title or function, or when communication with that specific individual is required.

Operational Procedures:

- a. When conducting any radio traffic, the calling unit will hail whomever they are calling using the sender to receiver format (example: Engine 1 to Holden Fire), wait for an acknowledgment, then send their message. When a member is receiving a message they will say "received" to ensure the sender that the message was received.
- b. The first arriving unit at the emergency scene shall:
 - Perform a scene size-up and prepare to give a Brief Initial Report (BIR).
 - Hail "Holden Fire" and transmit the BIR and any specific request for actions. The BIR should include the following:
 - Announcement of the arrival of that unit on-scene.
 - Brief description of the scene/structure.
 - Initial actions to be taken.
 - Establish command per the ICS protocol if warranted.
- c. Upon arrival of the next due apparatus, the person in the officer's position shall give a BIR if none has been given or if prudent give an updated BIR, and may assume command if rank appropriate, after having a face to face with the current Incident Commander on-scene.

Fire Ground Operations:

- a. The Incident Commander and Safety Officer may operate on the repeated channel; all other portable radios shall operate on the fireground non-repeated channel.

Multiple Incidents:

- a. If multiple incidents were to occur, each emergency scene will take on an identifying name that will differentiate the two incidents (example: Industrial Drive Command).



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- b. Radio traffic between members operating on the first incident site should be kept to a minimum until the needs of the second incident are established. Dependent upon the nature of the concurrent incidents, alternate frequencies should be considered for clarity.

Mutual Aid Operations:

- a. While responding to mutual aid communities, the responding apparatus and personnel will conduct all communications on the requesting community's operating frequency.
- b. If responding as part of a task force, communication information will be given by the task force leader.

Urgent Radio Traffic:

- a. An "Urgent" transmission shall be utilized to transmit important information that should be brought to Command's attention as it relates in safety at the emergency incident.
- b. The following types of situations will utilize the "Urgent" preface:
 - Structural Problems: this will include imminent collapse or collapse of a structure or part of a structure that may pose a risk to firefighters operating in that area or adjacent areas of the structure.
 - Injury requiring EMS: this will include both firefighters and civilians that will require emergency medical services due to some type of injury sustained.
 - Fire location change: this will include when a fire or extension of an existing fire has been discovered remotely from the first initial report.
 - Extreme tactical delays: this will include the following types of conditions:
 - Lack of access.
 - Delay in water supply.
 - Ventilation problems.
 - Response delay due to accident.
 - Operational Mode: this will include the change in operational mode.
- c. Urgent Activation Procedure:
 - Firefighter radios command and repeats "Urgent" two (2) times.
 - Command acknowledges firefighters call.
 - If Command does not answer, then call command a second time.
 - If Command does not answer, then call Holden Fire and they will relay.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- Firefighter then transmits the radio traffic:
 - Location of unit.
 - Identification of unit with problem.
 - Problem.
- Command will then:
 - Acknowledge the “Urgent” and repeat the content of the message.
 - Determine if the information needs to be retransmitted by Holden Fire.
- d. Incident Command will use the “Urgent” message to adjust the operational plans of the incident accordingly. Dependent upon the needs of the “Urgent” transmission the Rapid Intervention Team (RIT) may be deployed at the discretion of Command.
- e. The following is an example of an “Urgent” transmission:
 - *“Urgent, urgent, Engine 102 to Command”*
 - *“Command answering Urgent”*
 - *“Alpha-Bravo corner, Engine 102, there has been a partial collapse of the second floor, we’re evacuating the building.”*
 - *“Command received Engine 102, partial collapse of the second floor, you’re evacuating, “Holden Fire” transmit an evacuation to all units.”*
 - *“Holden Fire” received Command, ordering an evacuation.”*

Mayday Radio Traffic:

- a. A “Mayday” transmission will be utilized to transmit life-threatening information that needs to be brought to Command’s attention as it relates in life-safety at the emergency incident.
- b. The following types of situations will utilize the “Mayday” preface:
 - Firefighter unconscious / life-threatening injury.
 - Firefighter or Company missing.
 - Firefighter or Company trapped or lost.
- c. Mayday Activation Procedure:
 - Firefighter radios command and repeats “Mayday” three (3) times.
 - Command acknowledges firefighters call



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- If Command does not answer, then call command a second time.
 - If Command does not answer, then call Holden Fire and they will relay.
 - Firefighter then transmits the following radio traffic:
 - Location of the unit.
 - Identification of unit with problem.
 - Problem.
 - Command will then:
 - Acknowledge the “Mayday” and repeat the content of the message.
 - Deploy the RIT.
 - Keep rescue operations on the same frequency and switch all other tactical operations to another frequency
 - Initiate a Personnel Accountability Report (PAR).
 - Command will determine if the information needs to be retransmitted by Holden Fire.
- d. Incident Command will use the “Mayday” message to adjust the operational plans of the incident accordingly. Dependent upon the needs of the “Mayday” transmission the Rapid Intervention Team (RIT) may be deployed at the discretion of command.
- e. The following is an example of a “Mayday” transmission:
- *“Mayday, mayday, mayday, Engine 102 to Command.”*
 - *“Command answering Mayday.”*
 - *“Bravo-Charlie corner second floor, Engine 102, I’m low on air and trapped by a collapse.”*
 - *“Command received Engine 102, you’re low on air and trapped, Command to the RIT, deploy to the Bravo-Charlie corner second floor, all other units switch to Midstate Red and give me a PAR, Holden Fire give me another Alarm.”*

Building Evacuation Procedures:

- a. The Incident Commander and the Safety Officer are responsible for implementing this procedure for total structure/scene evaluation according to the guidelines presented in the procedure. All personnel operating at the scene of an emergency have the responsibility to pay attention to developing conditions and to inform superior officers of any dangerous conditions that are discovered or observed.
- b. For the purpose of this procedure the EMERGENCY evacuation of a structure/scene shall mean an evacuation that is initiated by the Incident Commander or the Safety



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Officer, because conditions are believed to pose an immediate and direct threat to the safety of personnel operating in or around the structure/scene. An EMERGENCY evacuation is to be ordered only when personnel are in imminent danger. An EMERGENCY evacuation should not be confused with an orderly withdrawal from positions that is ordered during a shift from an offensive to a defensive mode operation.

- c. All companies/personnel must communicate information on the conditions in their operating area to Division Officers. They should be particularly alert to the following conditions:
 - a. High heat conditions that could signal an impending flashover.
 - b. Large volumes of smoke with an absence of a corresponding volume of flame, pulsing smoke that is alternately pushed from the building, condensation of brownish liquid on the inside of the windows. All of these are signs of an impending backdraft.
 - c. Cracks, bowing, or sagging of roofs, walls, or important structure members that could affect the stability of a structure.
 - d. Any other conditions that pose an immediate threat to the safety of personnel operating on the fire ground/emergency scene.
- d. When a condition that seriously affects the safety of operating personnel is detected, the Operations Officer, Safety Officer or Incident Commander shall be notified immediately along with recommended course of action. At the same time steps shall be taken to remove threatened personnel from the danger area.
- e. When a condition that seriously affects the safety of operating personnel is detected, the Division Officer or Incident Commander shall be notified immediately along with recommended course of action. At the same time steps shall be taken to remove threatened personnel from the danger area.
- f. If conditions exist making total evacuation of the structure/scene necessary, the Incident Commander or the Safety Officer shall initiate the evacuation signal.
- g. The evacuation signal shall be sounded as follows:
 - i. The initiating officer shall broadcast "Urgent" over the fire ground radio frequency two (2) times. On hearing the "EMERGENCY TRAFFIC" broadcast, all others on the frequency shall maintain radio silence, unless an emergency exists. This radio silence shall be maintained until the Incident Commander advises differently.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- ii. The officer shall then broadcast the message " ALL PERSONNEL EVACUATE THE BUILDING". This message shall be repeated by the dispatcher over the radio. This message shall be repeated a minimum of 3 times.
- iii. After the radio transmissions, "EMERGENCY TRAFFIC ALL PERSONNEL EVACUATE THE BUILDING" message, all apparatus drivers shall immediately give three (3), ten (10) second continuous blasts on their air horns. If personnel who are not radio equipped hear this signal they shall immediately initiate evacuation procedures.
- iv. The WRECC will set off the prescribed emergency evacuation tone over the radio frequency and announce "All companies working on the fire ground, command has ordered an evacuation of the building".
- v. All companies shall immediately exit the structure/scene and report to the Division Officer that they are safely out of the structure/scene. If the Division Officer is unavailable, the senior ranking person in that division shall make a list of personnel in that sector who have safely evacuated the structure/scene. All personnel who are not assigned to a division or do not know who their Division Officer is, shall report to the Command Post.
- vi. This evacuation is to be accomplished by the shortest available route. Hose lines and other equipment that may slow the evacuation are to be abandoned unless needed to effect safe escape.
- vii. After exiting the structure/scene, all personnel shall proceed to a point outside the established safety perimeter where Company and Division Officers shall immediately initiate a Personnel Accountability Report (or "PAR") using established procedures. Once the PAR is completed, the Company or Division Officer shall report to the Command Post and inform the Incident Commander of their status.

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Revision: 05/19

Reviewed: 05/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

8.2 – Telephone Procedures

Purpose:

To maintain consistency and professionalism while engaged in telephone communications.

General:

Answering Telephones:

- a. All members with the exception of the department administrative staff must identify themselves by rank and name when answering the telephone.
- b. The department telephones will be answered in a professional and courteous manner at all times, example: “Holden Fire Department, Firefighter Jones, how may I help you?”, or similar phrase.

Personal Calls:

- a. While it is not to be abused, members have the privilege to make and receive personal phone calls. The purpose of this privilege is to convenience members who may have an unexpected emergency at home or need to make a personal contact that cannot be readily made during non-working hours.
- b. Under no circumstances, however, may a member make or accept charges to the Department.

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Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

8.3 – Dispatching System

Purpose:

To ensure the communications system is functioning properly and that as much as possible we have accurate reporting of emergency calls.

General:

Test of the Radio Alerting System:

- The radio alerting system shall be tested to ensure that members' pagers are working properly. The tones will be tested every day at 0800 and at 1830 hrs. by the Wachusett Regional Communications Center.

Accurate Reporting:

- When a party calls the fire department business line to report an emergency, always get as much information as possible. There are several streets in town with similar sounding names; therefore it is important to get cross streets or nearest intersection whenever possible. Also, obtain the correct street address.
- After obtaining the information, transfer the caller to the Wachusett Regional Communications Center so that the dispatcher may obtain the information and dispatch the call.

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Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

8.4 – Telephone Alert

Purpose:

To outline the procedure for placing businesses and commercial properties on telephone alert.

General:

- a. The tracking and status of all buildings on telephone alert is handled through dispatch. Alarms that are monitored by a private alarm service (Protection One, American Alarm, Simplex, etc.) can only be placed on telephone alert through the private monitoring company or a responsible party by contacting dispatch. If a call is received at headquarters from a location advising us that they are on telephone alert we shall direct them to contact dispatch if they have not done so already. No action is necessary at headquarters in tracking the alert status or notifying on duty members of a building being placed on alert status. If a call for a fire alarm is received through dispatch the apparatus will be sent.
- b. If there is any doubt at all regarding the status of a facility, upon receipt of an alarm, apparatus will be dispatched per HFD protocol.

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Revision: N/A

Reviewed: 03/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

8.5 – Cell Phones

Purpose:

To establish a policy that governs personal cell phone use while on duty. It is intended to maintain the professionalism of the department and ensure the safety of personnel.

General:

- a. On-duty members may carry a cell phone for important personal use, although members need to be aware of the amount of time they spend on the phone and don't abuse the privilege. The cell phone must be either set to vibrate, or set to a ring style is professional in nature
- b. No members shall use their personal cell phone to conduct business relating to another company or agency while on duty.
- c. No members shall send or receive a phone call when conducting department business in public such as during a call for service, inspection or training, unless it pertains to the situation.
- d. Members shall use discretion in using cell phones while in quarters. Personal calls should be limited and shall not be made in view of the public; this includes areas of the fire stations with public access (apparatus bay, apron or parking lots).
- e. No member is to engage in text messaging while operating any department vehicle.
- f. With the exception of the command vehicles no member shall send or receive a phone call while driving a department vehicle.
- g. No member shall use a cell phone while driving a department vehicle code red, unless the phone call is directly related to information pertaining to the emergency situation at hand. If privacy is not an issue, the communications should take place over the radio.
- h. Personal cell phones shall not be used to dispatch equipment or communicate information between members via voice or text during a call unless directed by the Incident Commander. Department radios shall be used for that purpose.

Developed: 03/14

Revision: 03/19, 07/19

Reviewed: 03/19, 07/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

8.6 – Incident Reporting System

Purpose:

To establish a consistent method in reporting and tracking incidents and activity conducted by the Holden Fire Department.

General:

- a. Every call for service that elicits a response from the Holden Fire Department shall be entered and tracked in the Fire Incident Reporting Software.
- b. All pertinent information relating to the call and the people involved in the incident shall be entered into the report. A detailed narrative shall be written explaining the general who, what, when, and where information.
- c. In the event that the computer system is down and the Fire Incident Reporting Software cannot be accessed, calls for service should be tracked by hand on a call log and entered into the computer as soon as the system becomes available. Providing the system is operational, Fire Incident Reporting Software reports shall be completed within the shift the call takes place.
- d. Patients who are transported to the hospital or who sign a patient refusal, the appropriate patient care report (PCR) shall be entered into the EHR software.
- e. All patient care shall be completed within the shift the call takes place.
- f. All requests for copies of incident reports need to be made in writing or in person to the Chief of Department with a check made payable for \$10.00 made payable to the Town of Holden.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

8.7 – Mutual Aid Resources

Purpose:

To outline the order for requesting additional personnel, apparatus and resources to the scene of an incident or for coverage.

General:

- a. Dependent upon the needs of particular incidents, the IC may require additional resources to aid in the execution of an Incident Action Plan or to provide coverage for the Town whilst Department resources are all committed. The following guidelines should be followed:
 - a) The IC should select the appropriate Box according to the Run Cards for structure fire responses. The Run Cards have built-in cover and scene assignments.
 - b) State level resources should be requested whenever appropriate for scene specific requirements (i.e. bomb threats, Haz-Mat, rehab, etc.).
 - c) Mutual aid ambulances should be contacted on an as-needed basis. The shift officer or OIC will contact Dispatch and notify them of the need and specify which agency to contact.
 - d) The IC should notify Dispatch of the resources to be requested either by phone or radio as appropriate.
 - e) When contacting the mutual aid agencies, the dispatch center should notify them of the type of incident, the type of request, the resources needed, and where to report.

Developed: 01/14

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

8.8 – Email

Purpose:

To ensure that all employees are properly communicating through email. Email is the standard for issuing communications to department staff.

General:

- a. All employees shall follow the Town's Internet Access Policy.
- b. All career employees shall check their department email at a minimum of once per shift, and respond appropriately.
- c. All call employees shall make an effort to check and respond appropriately to emails from the department.

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HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

900 – Inspection and Investigation

This section has been developed to standardize the notification of the Department's Fire Investigation Unit and make members familiar with the steps necessary for a successful investigation. This section also outlines the various inspections the department conducts and how that process is initiated.

9.1 – Investigation of Fire Origin

Purpose:

To outline the process of fire investigation to determine whether the fire was a result of carelessness, design flaw, or intention.

General:

Extinguishment:

- a. Nothing shall impede the extinguishment, search, rescue, and the saving of lives or property to secure evidence of the origin and cause of the fire.

Overhaul:

- a. Overhaul will commence immediately after the fire is extinguished.
- b. All efforts will be taken as to not remove or destroy any evidence as to the origin and cause of the fire. Whenever possible, all contents should remain in place until they can be observed and documented by the investigator.
- c. If anything is discovered during the overhaul process that appears to have a direct bearing as to the origin and cause it should be left in place and reported immediately to the fire investigator.

Contamination of the Scene:

- a. All necessary steps shall be taken by the firefighters and investigators to prevent any contamination of the scene. This would include being careful not to leave debris from food or drink consumed on-scene, handling of or walking through spilled fuel for portable pumps, limiting foot traffic around the scene, etc.

Security of the Scene:



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- a. Once the fire has been extinguished and overhaul completed, security of the scene shall take place. This will be done in whatever fashion feasible to prevent all un-authorized persons from entering the scene including owners, occupants, non-essential fire personnel, or anyone who will not be involved with the process of determining the origin and cause of the fire.

Search Warrants/Consent to Search:

- a. All investigations conducted shall follow the Constitution regarding the Fourth Amendment Rights concerning Search & Seizure of evidence and property.

Cause and Origin:

- a. After extinguishment of every fire, an attempt to find the origin location shall commence. This will be accomplished by trained investigators assigned by the Chief.
- b. The size and amount of destruction should dictate the number of investigators required to work the scene.
- c. The investigator in charge of determining the origin shall be responsible for documenting the determination. This shall be done in written form as well as diagrams and photographs.
- d. The report shall be placed in the records, as designated by the Chief and remains there for a minimum of six years.
- e. In the event a determination is not successful, the investigator may call the State Fire Marshal's Office for assistance.
- f. In incidents that involve fatalities or serious bodily injury, the State Fire Marshal's Office shall be requested to the scene.

Documentation:

- a. The investigation of all fire scenes shall be documented so as to give a complete history of the fire as to the circumstances leading up to the fire, the origin and/or cause, and any evidence pertaining to the origin and cause. This documentation shall be in the form of written reports, photographs (35mm prints, digital pictures, Polaroid's, videos), sketches (rough and finished), statements from firefighters, witnesses, owners, occupants or anyone having pertinent information to the case.
- b. A detailed listing of any and all insurance companies, financial institutions or individuals with a contractual agreement involving the property and other information pertaining to the investigation shall be included as well.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Evidence Removal:

- a. Investigators shall remove all evidence pertaining to incendiary fire and fires of undetermined nature if circumstances warrant such removal. This evidence shall be properly packaged and the necessary information attached for future use.
- b. If any evidence requires testing it shall be transported and secured in a proper manor. If a fire has been determined to be accidental in nature, any evidence pertaining to the cause shall be documented but not removed from the scene.

Equipment:

- a. In order to assure quality control of evidence collection, packaging and removal, after every fire scene where tools (shovels, rakes, cutting equipment or any other tool comes in contact with evidence) are used, they shall be washed and cleaned so as not to contaminate any evidence in the future.
- b. With the collection of all evidence, the investigator shall wear latex or nitrile gloves and discard every pair used and replace with new when handling each new piece of evidence.
- c. At no time shall any individual piece of evidence be allowed to come in contact with another to ensure that cross contamination does not occur.

Evidence Storage:

- a. All evidence removed from any fire scene, after being properly packaged and with proper documentation shall be secured in a designated vehicle by the investigator for transportation to a location to be determined by the lead investigator.
- b. Evidence shall only be removed from storage for transportation to the lab, court, viewing by attorneys or authorized persons involved in the case, release to proper agencies or for destruction.
- c. An evidence chain of custody sheet shall be kept with all evidence.

Coroner Notification:

- a. If during or after the extinguishment of a fire it has been confirmed that a fatality has occurred, the IC shall immediately notify the Medical Examiner and State Fire Marshall's Office of the death or deaths regarding the fire.
- b. The body or bodies shall remain in place unless the following conditions exist:
 - The possibility exist that there will be more damage done to the body if left in place.
 - There is a possibility that the body can be revived.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Releasing the Scene:

- a. The fire scene shall not be released until the investigation as to the origin and cause is complete.
- b. Once this has been completed, the scene shall only be released to the owner, occupant, or person having control over the property. The release shall be made in front of a witness or witnesses by the investigator in charge of the investigation.
- c. Information given to the owner, occupant or person having control of the property concerning origin and cause should be limited until the entire investigation has been fully complete.

Confidentiality:

- a. Incendiary fire investigation reports including but not limited to, all statements of witnesses, firefighters, owners, occupants, suspects, any and all information pertaining to but not limited to, records, financial, insurance, land contracts or any other contractual agreements, photographs, individuals information as to social security numbers shall remain confidential.
- b. No copies of any fire investigation reports, regardless of the cause, shall be given to any individual or agency without first getting the approval from the investigator in charge and/or the Chief.
- c. Press releases must be approved by the Chief and no release shall contain any information that may jeopardize or compromise the effects of an incendiary fire investigation.

Records:

- a. All investigation records including photographs, slides, video tape recordings, and evidence are property of the Holden Fire Department and will remain the property of the Department until it is deemed necessary to be returned, transferred, or destroyed.

Developed: 01/14

Revision: 07/19

Reviewed: 03/19, 07/19



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

1000 – Appendices

10.1 – Abbreviations

ALS – Advanced Life Support

BIR – Brief Incident Report

BLS – Basic Life Support

CISD – Critical Incident Stress Debriefing

DICO – Department Infection Control Officer

ECP – Exposure Control Plan

EMT – Emergency Medical Technician

FIU – Fire Investigation Unit

HFD – Holden Fire Department

HPD – Holden Police Department

IC – Incident Command (Commander)

ICS – Incident Command System

IDLH – Imminent Danger to Life and Health

LO – Liaison Officer

MFA – Massachusetts Firefighting Academy

MSP – Massachusetts State Police

NFPA – National Fire Protection Agency

OIC – Officer-In-Charge

OSHA – Occupational Safety and Health Administration

PAR – Personnel Accountability Report

PASS – Personal Alert Safety System

PIO – Public Information Officer

PPE – Personal Protective Equipment

RIT – Rapid Intervention Team

SCBA – Self Contained Breathing Apparatus

SCUBA – Self Contained Underwater Breathing Apparatus



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

10.2 – Town of Holden Sexual Harassment Policy

1. Policy

A. Introduction. The town of Holden (the “Town”) depends upon a work environment of tolerance and respect for the achievement of its goals. The Town is committed to providing a working environment that is free of all forms of abuse or harassment. The Town recognizes the right of all employees to be treated with respect and dignity.

Sexual harassment is a form of behavior which adversely affects the employment relationship. It is prohibited by State and Federal law. The Town also condemns and prohibits sexual harassment by any employee.

Sexual harassment does not refer to purely voluntary social activities. It refers to behavior which is not welcomed by the employee, which is personally offensive to him or her, and which undermines morale and/or interferes with the ability of the employee to work effectively. Sexual harassment, as defined by the law, may, depending upon the circumstances, include unwelcomed actions such as:

- verbal abuse of a sexual nature, use of sexually degrading words, or jokes or language of a sexual nature;
- physical contact including patting, pinching or repeated brushing against another’s body;
- demands or requests for sexual favors accompanied by implied or overt promises of preferential treatment or threats concerning an individual’s status as an employee;
- continuing to express sexual interest after being informed that the interest is unwelcome;
- assaults or molestations; and
- posting or distributing sexually suggestive pictures or other materials.
- inquiries into someone’s sexual experiences or discussion of one’s own sexual activities

Sexual harassment is not limited to prohibited behavior by a male employee toward a female employee. Sexual harassment can occur in a variety of circumstances. Here are some things to remember.

- A man as well as a woman may be the victim of sexual harassment, and a woman as well as a man may be the harasser;



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- The harasser does not have to be the victim's supervisor;
- The victim does not have to be of the opposite sex from the harasser;
- The victim does not have to be the person at whom the unwelcome sexual conduct is directed. The victim may be someone who is affected by the harassing conduct, even when it is directed toward another person, if the conduct creates an intimidating, hostile, or offensive working environment for the co-worker or interferes with the co-worker's work performance;

Please note that while this policy sets forth our goals of promoting a workplace that is free of sexual harassment, the policy is not designed or intended to limit our authority to discipline or take remedial action for workplace conduct which we deem unacceptable, regardless of whether that conduct satisfies the definition of sexual harassment.

Employee Responsibilities

Each employee is personally responsible for:

- ensuring that his/her conduct does not sexually harass any other employee or person with whom the employee comes in contact on the job, such as an outside vendor;
- cooperating in any investigation of alleged sexual harassment by providing any information he/she possesses concerning the matter being investigated;
- actively participating in efforts to prevent and eliminate sexual harassment and to maintain a working environment free from such discrimination;
- ensuring that an employee who files a sexual harassment claim or cooperates in an investigation may do so without fear of retaliation or reprisal.

B. The Rule. It is, therefore, against the policy of the Town for any employee of the Town, male or female, to harass another employee sexually, that is, by making unwelcome sexual advances, requests for sexual favors, or other uninvited verbal or physical conduct of a sexual nature when:

1. submission to such conduct is made either implicitly or explicitly a term or condition of an employee's employment;
2. submission to, or rejection of, such conduct by an individual is made the basis for employment decisions affecting the employee;



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

3. such conduct has the purpose or effect of interfering with an individual's work performance;
4. a hostile or intimidating work environment is created for the employee.

It is also against the policy of the Town for an employee to sexually harass any person with whom the employee comes in contact on the job.

C. Retaliation

Retaliation against an employee for filing a complaint of sexual harassment or for cooperating in an investigation of a sexual harassment complaint is against the law.

II. Violation of Policy

Any employee violating this policy will be subject to appropriate discipline, including possible discharge by the Town.

III. Procedures for Complaints

A. Complaint

The Town has designated a Sexual Harassment Grievance Officer. The current Sexual Harassment Grievance Officer is Jacquelyn M. Kelly. Jacquelyn M. Kelly can be reached at the Office of the Town Manager, 1204 Main Street, Holden, MA 01520, and her telephone number is 508.210.5503.

If any employee believes he or she has been subject to sexual harassment, the employee should initiate a complaint by contacting the Sexual Harassment Grievance Officer as soon as possible. The employee should file the complaint promptly following any incident of alleged harassment. The employee should be aware that the longer the period of time between the event giving rise to the complaint and the filing, the more difficult it will be for the Sexual Harassment Grievance Officer to reconstruct what occurred. The employee will be requested to write out his or her complaint to document the charge.

If an employee prefers to discuss a possible sexual harassment problem with his or her supervisor, the employee may always do so, but employees do not have to go through the regular chain of supervision when reporting sexual harassment and may go directly to the Grievance Officer.

B. Investigation

On receiving the complaint, the Sexual Harassment Grievance Officer or the Alternate Sexual Harassment Grievance Officer will promptly have a preliminary investigation made into the matter. If after the completion of this preliminary investigation it is determined that there is



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

reasonable cause for finding a violation of this policy, the Town will notify the complainant and the charged employee of the finding orally. The charged employee will be requested to respond to the complaint. Additional investigation will be made to the extent appropriate in each case. This process will be confidential to the extent consistent with an effective investigation, subject to the business needs of the Town.

C. Decision

After the response of the charged employee has been made, and any further investigation which may be warranted has been carried out, the Town will make a final decision. If the Town finds that the allegations in the complaint have been established by the investigation, the Town will initiate discipline of the charged employee. Discipline will be appropriate to the offense and employees involved, and may include discharge.

The complainant will be notified of the disposition of the investigation.

IV. State and Federal Agencies

The Massachusetts Commission Against Discrimination (“MCAD”), located at One Ashburton Place, Boston, and 436 Dwight Street, Springfield, is responsible for enforcing the Massachusetts sexual harassment law, and the U.S. Equal Employment Opportunity Commission (“EEOC”) is responsible for enforcing the federal law prohibiting sexual harassment. The EEOC is located at One Congress Street, Room 1001, Boston. They may be contacted at the above addresses. A complaint to the MCAD must be filed within six months. A complaint under the federal law should be filed within 180 days, but under certain circumstances, a federal complaint may be filed within 300 days.

Reissued 6-1-06

Revised 2-1-10

Revised 2-1-13

V. Acknowledgment of Receipt of Policy

I acknowledge receipt of this Sexual Harassment Policy from the Town of Holden, and I have read its contents.

PRINT NAME _____

Employee Signature _____

Date

Witness



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

10.3 – Town of Holden Harassment of Individuals in Protected Classes

- Policy

- Introduction

The Town of Holden (the “Town”) depends upon a work environment of tolerance and respect for the achievement of its goals. The Town is committed to providing a working environment that is free of all forms of abuse or harassment. The Town recognizes the right of all employees to be treated with respect and dignity.

Harassment on the basis of race, creed, color, national origin, gender, age,* military status, physical or mental disability, sexual orientation,* or genetic information (hereafter referred to as “protected class harassment”) is a form of behavior that adversely affects the employment relationship. It is prohibited by Federal and/or State law. Protected class harassment of individuals occurring in the workplace or in other settings in which individuals of the Town may find themselves in connection with their employment is unlawful and will not be tolerated by the Town. The Town also condemns and prohibits protected class harassment by any applicant, client, vendor or visitor.

Because the Town takes allegations of protected class harassment seriously, we will respond promptly to complaints of protected class harassment and where it is determined that inappropriate conduct has occurred, we will act promptly to eliminate the conduct and impose such corrective action as is necessary, including disciplinary action where appropriate, including discharge.

It is important to note that while this policy sets forth our goals of promoting a workplace that is free of protected class harassment, the policy is not designed or intended to limit our authority to discipline or take remedial action for workplace conduct which we deem unacceptable, regardless of whether that conduct satisfies the definition of protected class harassment.

- Definition of Protected Class Harassment

Protected class harassment refers to behavior, which is not welcomed by the employee, which is personally offensive to him or her, and which undermines morale and/or interferes with the ability of the employee to work effectively. While it is not possible to list all of the circumstances that may constitute protected class harassment, depending upon the totality of the facts, including the severity of the conduct and its pervasiveness, following is a list of situations that could constitute protected class harassment.

- verbal abuse on the basis of any protected status;

* As defined by law



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- use of words that degrade a protected class or person because of his/her protected class status;
- jokes or language about a protected class;
- obscene or suggestive gestures or sounds intended to relate to the protected class;
- teasing related to the protected class;
- verbal comments of a nature about an individual's appearance or terms used to describe an individual that are related to the individual's protected class;
- verbal abuse, comments, jokes, teasing or threats directed at a person because of his/her protected class status;
- posting or distributing objects, pictures, cartoons or other materials degrading to the protected class or a person because of his/her protected class status;
- letters or notes that degrade the protected class or a person because of his/her protected class status;
- sending offensive or discriminatory messages or materials through the use of electronic communications (e.g., electronic mail, including the Internet, voice mail and facsimile) which are degrading to the protected class or a person because of his/her protected class status;
- condoning harassment on the basis of protected class.

Harassment on the basis of protected class status is not limited to behavior by a non-member of the protected class. Protected class harassment can occur in a variety of circumstances. Here are some things to remember:

- The harasser does not have to be the victim's supervisor;
- A member of the protected class may be victimized by another member of the protected class;
- The victim does not have to be the person at whom the unwelcome protected class harassment is directed. The victim may be someone who is affected by the harassing conduct, even when it is directed toward another person, if the conduct creates an intimidating, hostile, or offensive working environment for the co-worker or interferes with the co-worker's work performance;
- Individual Responsibilities



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Each individual of the Town is personally responsible for:

- ensuring that his/her conduct does not harass any other employee or person with whom the employee comes in contact on the job, such as an outside vendor;
- cooperating in any investigation of alleged protected class harassment by providing any information he/she possesses concerning the matter being investigated;
- actively participating in efforts to prevent and eliminate protected class harassment and to maintain a working environment free from such discrimination; and
- ensuring that an employee who files a protected class harassment claim or cooperates in an investigation may do so without fear of retaliation or reprisal.

- The Rule

It is, therefore, against the policy of the Town for any individual, whether a member of a protected class or not, to harass another individual on the basis of protected class status by:

- making submission to such conduct either implicitly or explicitly a term or condition of an employee's employment;
- making submission to, or rejection of, such conduct by an individual the basis for employment decisions affecting the employee;
- intending to or having the effect of interfering with an individual's work performance; or
- by creating a hostile or intimidating work environment for the employee.

It is also against the policy of the Town for an individual to harass any person with whom the employee comes in contact on the job or to engage in any protected class harassment or inappropriate or unprofessional conduct in the workplace.

- Retaliation

Retaliation against an individual for filing a complaint of protected class harassment or against any individual for cooperating in an investigation of a protected class harassment complaint is against the law.

- Violation of Policy

Any individual violating this policy will be subject to appropriate discipline, including possible discharge.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- Procedures for Complaints

- Complaint

The Town has designated a Protected Class Harassment Grievance Officer. The current Protected Class Harassment Grievance Officer is Jacquelyn M. Kelly, Town Manager. She can be reached at the Office of the Town Manager, Town of Holden, 1204 Main Street, Holden, MA 01520 and her telephone number is (508) 210-5503.

If any individual believes he or she has been subject to protected class harassment on the basis of his/her protected class, the individual should initiate a complaint by contacting the Protected Class Harassment Grievance Officer as soon as possible. The individual should file the complaint promptly following any incident of protected class harassment. The individual should be aware that the longer the period of time between the event giving rise to the complaint and the filing, the more difficult it will be for the Protected Class Harassment Grievance Officer to reconstruct what occurred. The individual will be requested to write out his or her complaint to document the charge.

If an employee prefers to discuss a possible protected class harassment problem with his or her supervisor, the employee may always do so, but employees do not have to go through the regular chain of supervision when reporting protected class harassment and may go directly to the Grievance Officer.

- Investigation

On receiving the complaint, the Protected Class Harassment Grievance Officer or the Alternate Protected Class Harassment Grievance Officer will promptly have a preliminary investigation made into the matter. If after the completion of this preliminary investigation it is determined that there is reasonable cause for finding a violation of this policy, the Town will notify the complainant and the charged employee of the finding orally. The charged employee will be requested to respond to the complaint. Additional investigation will be made to the extent appropriate in each case. This process will be confidential to the extent consistent with an effective investigation, subject to the business needs of the Town.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- Decision

After the response of the charged individual has been made, and any further investigation which may be warranted has been carried out, the Town will make a final decision. If the Town finds that the allegations in the complaint have been established by the investigation, the Town will initiate discipline of the charged individual. Discipline will be appropriate to the offense and employees involved, and may include discharge.¹

The complainant will be notified of the disposition of the investigation.

- State and Federal Agencies

The Massachusetts Commission Against Discrimination (“MCAD”), located at One Ashburton Place, Boston, MA 02108, and 436 Dwight Street, Springfield, MA 01103, is responsible for enforcing the Massachusetts discrimination and protected class harassment law, and the U.S. Equal Employment Opportunity Commission (“EEOC”) is responsible for enforcing the federal law prohibiting protected class harassment. The EEOC is located at JFK Federal Office Building, Government Center, Room 475, Boston, MA 02203. They may be contacted at the above addresses. A complaint to the MCAD must be filed within 300 days. A complaint under the federal law should be filed within 180 days, but under certain circumstances, a federal complaint may be filed within 300 days.

- Acknowledgment of Receipt of Policy

I acknowledge receipt of this Protected Class Harassment Policy from the Town, and I have read its contents.

Employee Name (Print)

Witness

Employee Signature

Date

¹ Employees of the Town that are members of a bargaining unit shall be subject to discipline in accordance with the terms of the applicable Collective Bargaining Agreement.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

10.4 – Town of Holden Conduct of Employees Policy

12-1 GENERAL POLICY--A Town employee is prohibited from engaging in any conduct which could reflect unfavorably upon Town service. Town employees must avoid any action which might result in or create the impression of using public office for private gain, giving preferential treatment to any person, or losing complete impartiality in conducting Town business.

12-2 RECEIPT OF GIFTS--

A. A Town employee is prohibited from soliciting or accepting any gift, gratuity, favor, entertainment, loan or any other thing of monetary value from any person who has or is seeking to obtain business with the Town of Holden, or from any person, within or outside Town employment whose interests may be affected by the employee's performance or non-performance of his official duties.

B. Acceptance of nominal gifts in keeping with special occasions, such as marriage, retirement or illness; food and refreshments in the ordinary course of business meetings; or unsolicited advertising or promotional material, e.g., pens, notepads, calendars of nominal intrinsic value, is permitted. However, no employee shall accept a gift of substantial value from a person, contractor or consultant doing business with or seeking to do business with the Town. The State Ethics Commission considers a gift of substantial value to be a gift with a value over \$50.00, or gifts that have a cumulative value of over \$50.00. As a matter of practice, no town employee shall accept a gift with a value over \$50.00, or shall accept gifts with a cumulative value of over \$50.00, from a person, contractor, or consultant doing business with the Town, or seeking to do business with the Town, during any 12 month period. In addition, if the employee accepts a gift under the \$50.00 total or cumulative value, from a contractor or consultant doing business with the Town or seeking to do business with the Town, the employee shall report it in writing to the Town Manager. The report shall include the name of the employee, nature of the gift, approximate value of the gift, and date the gift was accepted.

According to the State Ethics Commission, the term "gift" includes the following: fees, discounts, gift certificates and entertainment, sports tickets, costs of drinks and meals, travel expenses, conference fees, gifts of appreciation, entertainment expenses, free use of vacation homes, and complimentary tickets to charitable events.

C. FLOWER FUNDS OR GIFTS FOR FELLOW EMPLOYEES - Contributions made for such funds or special gifts are not prohibited. However, participation in such activities, including contributions for even nominal gifts to supervisors, must be wholly voluntary on the part of each employee, and any gifts should be of nominal value in keeping with the spirit of the event.

D. SUPERVISORS - The policies described in all above sections shall apply to supervisors. In addition, supervisors must avoid placing themselves in a position which could interfere with, or create the impression of interfering with, the objective evaluation



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

and direction of their subordinates. No supervisor shall accept gifts from subordinates other than those of nominal value for special occasions, and no supervisor shall borrow money or accept favors from any subordinate.

12-3 BUSINESS ACTIVITIES AND SOLICITATION--No employee shall engage in any business other than his regular duties during working hours, including such activities as selling to fellow employees, lending of money for profit, etc.

12-4 OUTSIDE EMPLOYMENT--Upon proper notification to and at the discretion of the Town Manager, an employee may engage in outside employment. However, no employee may engage in additional employment which in any manner interferes with the proper and effective performance of the duties of his position, results in a conflict of interest or if it is reasonable to anticipate that such employment may subject the Town to public criticism or embarrassment. If the Town Manager determines that such outside employment is disadvantageous to the Town, upon notification in writing by the Town Manager, it shall be terminated.

A. PREFERENCE OF TOWN EMPLOYMENT--Any employee who engages in employment outside of his regular working hours shall be subject to call to perform his regular Town duties first.

B. INJURY AND ILLNESS--The Town shall in no respect be liable nor grant sick leave or disability leave in case any injury to an employee while he is engaged in outside employment, nor any occupational illness attributed thereto.

12-5 PRIVILEGED INFORMATION--Many Town employees deal with plans and programs of significant public interest. Employees must not use this privileged information to their own financial advantage or to provide friends and acquaintances with financial advantages, or with information which could be used for financial advantage. If an employee finds that he has outside financial interest which could be affected by Town plans or activities, he must immediately report the situation to his superior. Each employee is charged with the responsibility of insuring that he releases only information that should be made available to the general public. Violation of privileged information or use for private gain can be just cause for discharge of the employee as determined by the Town Manager.

12-6 TOWN PROPERTY--

A. Employees should not, directly or indirectly, use or allow the use of Town property of any kind for other than official activities.

B. TELEPHONE USE--Employees should not use Town telephone facilities for personal calls when the placing of such calls would interfere with the employee's duties, would incur additional financial liability by the Town or should interfere with the use of



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

the facilities for official business. Any such use should be urgent, infrequent and of short duration.

12-7 ~~POLITICAL ACTIVITY~~--All employees of the Town shall be able to exercise their rights as citizens to express their opinions and cast their votes. No employee shall hold any elective position in the local government. No employee may accept an appointive position unless approved by the Town Manager. He shall not solicit any person to vote at any Town or district political primary, caucus, or election, nor in any way or manner attempt to influence the vote of any elector thereat.

Brian J. Bullock
Town Manager

Reissued 7/31/02



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

10.5 – Town of Holden Equal Opportunity Employment Policy

It is the policy and intent of the Town of Holden to provide equality of opportunity in employment to all Town employees and applicants for employment. Equal opportunity means that the Town will not discriminate against any employee or job applicant because of race, sex, color, religion, ancestry, national origin, sexual orientation, disability or age: and that merit and fitness shall guide the decisions relating to employment with the Town of Holden.

This policy shall be communicated to all Department Managers, and all employees, and all prospective job applicants. This policy is one of the highest personnel priorities of the Town of Holden. All persons shall have equal employment opportunity with the Town of Holden.

Created 12/23/96

Revised 6/22/98



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

10.6 – Town of Holden Fraud Policy

Background

The Town of Holden Fraud Policy is established to facilitate the development of controls that will aid in the detection and prevention of fraud against the Town of Holden (Town). It is the intent of the Town to promote consistent organizational behavior by providing guidelines and assigning responsibility for the development of controls and conduct of investigations.

Scope of Policy

This policy applies to any irregularity, or suspected irregularity, involving employees as well as town board and committee members with fiduciary responsibility, customers, consultants, vendors, contractors, outside agencies doing business with employees of such agencies, and/or any other parties with a business relationship with the Town (each of the above-referenced natural persons or entities are referred to below as "Covered Persons").

Any investigative activity required will be conducted without regard to the suspected wrongdoer's length of service, position/title, or relationship to the Town.

Policy

The Town Manager and the managers of each of the Town's departments are responsible for the detection and prevention of fraud, misappropriations, and other irregularities. Fraud is defined as the intentional, false representation, or concealment of a material fact for the purpose of inducing another to act upon it to his, her, or its injury. Each member of the management team will be familiar with the types of improprieties that might occur within his or her area of responsibility, and be alert for any indication of irregularity.

Any fraudulent act or other irregularity that is reported to, or detected or suspected by, a member of the management team or any Town employee must be reported immediately to the Town Manager, who coordinates all investigations with Town Counsel.

Actions Constituting Fraud

Fraud and other similar irregularities include, but are not limited to:

- Any dishonest or fraudulent act.
- Misappropriation of funds, securities, supplies, or other assets.
- Impropriety in the handling or reporting of money or financial transactions.
- Profiteering as a result of insider knowledge of Town activities.
- Disclosing confidential and proprietary information to outside parties.
- Accepting or seeking anything of material value from contractors, vendors, or persons providing services/materials to Town.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

- Destruction, removal, or inappropriate use of Town records, furniture, fixtures, and equipment; and/or
- Any similar or related irregularity.

Other Irregularities

Irregularities concerning a Covered Person's moral, ethical, or behavioral conduct should be reported to, and will be resolved by, the Town Manager.

Covered persons should contact the Town Manager for guidance if there is any question as to whether an action constitutes fraud or another form of irregularity.

Investigation Responsibilities

The Town Manager has the primary responsibility for the investigation of all suspected fraudulent acts (other than those purportedly involving the Town) as defined in the policy. If the investigation substantiates that fraudulent activities have occurred, the Town Manager will issue reports to appropriate designated personnel and to the Board of Selectmen.

Decisions to prosecute or refer the examination results to the appropriate law enforcement and/or regulatory agencies for independent investigation will be made in conjunction with Town Counsel and the Board of Selectmen, as will final decisions on disposition of the case.

Confidentiality

The Town Manager will treat all information received confidentially. Any employee who suspects dishonest or fraudulent activity will notify the Town Manager immediately, and should not attempt to personally conduct investigations or interviews/interrogations related to any suspected fraudulent act.

Investigation results will not be disclosed or discussed with anyone other than those who have a legitimate need to know. This is important in order to avoid damaging the reputations of persons suspected but subsequently found innocent of wrongful conduct and to protect the Town from potential liability.

Authorization for Investigating Suspected Fraud

The Town Manager will have:

- Free and unrestricted access to all Town records and premises, whether owned or rented; and
- The authority to examine, copy, and/or remove all or any portion of the contents of files, desks, cabinets, and other storage facilities on the premises without prior knowledge or consent of any individual who might use or have custody of any such items or facilities when it is within the scope of their investigation.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Reporting Procedures

Great care must be taken in the investigation of suspected improprieties or irregularities so as to avoid mistaken accusations or alerting suspected individuals that an investigation is under way.

An employee who discovers or suspects fraudulent activity or other irregularity will contact the Town Manager immediately. If the reporting employee suspects that the Town Manager may be involved in the fraudulent acts or other irregularities, the reporting employee will instead immediately notify Holden's Town Counsel. The employee or other complainant may remain anonymous. All inquiries concerning the activity under investigation from the suspected party, his, her, or its attorney or representative, or any other inquirer should be directed to the Town Manager or Town Counsel. No information concerning the status of an investigation will be given out. The proper response to any inquiries is "I am not at liberty to discuss this matter." Under no circumstances should any reference be made to "the allegation," "the crime," "the fraud," "the forgery," "the misappropriation," or any other specific reference.

The reporting individual should be informed of the following:

- Do not contact the suspected individual in an effort to determine facts or demand restitution.
- Do not discuss the case, facts, suspicions, or allegations with anyone unless specifically asked to do so by Town Counsel or the Town Manager.

Whistle-Blower Protection

Neither the Town, nor any persons acting on its behalf, should:

Dismiss or threaten to dismiss;

Discipline or suspend or threaten to discipline or suspend;

Impose any penalty upon; or

Intimidate or coerce,

Any person or entity who reports suspected fraudulent activity or other irregularities under this policy. A violation of this section will result in discipline up to and including dismissal.

Termination

An investigation may result in a recommendation to terminate an individual's or entity's employment or other relationship with the Town. All termination decisions are made by the Town Manager.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Administration

The Town Manager is responsible for the administration, revision, interpretation, and application of this policy. The policy will be reviewed annually and revised as needed.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

10.7 – Town of Holden Disciplinary/Discharge Policy

1. All employees, except those covered by a collective bargaining agreement, are employed by the Town on an at-will basis. The employment of an at-will employee can be terminated, with or without notice and with or without cause, at any time, at the option of either the Town or the employee.
2. The Town Manager, as Appointing Authority, has the power to discipline employees when performance is unsatisfactory or the policies, procedures or rules and regulations of the Town are violated or they engage in misconduct. The Appointing Authority may take the appropriate disciplinary action, including termination, at any point, without prior warning, where the Appointing Authority finds such action appropriate.
3. The Town Manager may delegate to Department Heads and supervisors to be responsible for enforcing policies, procedures or rules and regulations. A Department Head or supervisor may issue either an oral or written reprimand to an employee. Such reprimand shall be documented in the employee's personnel file.
4. At the discretion of the Department Head, a Department Head may suspend an employee without pay for a period of five (5) days or less. Said suspension may be effective immediately. Any suspension shall be documented in the employee's personnel file with notice to the Town Manager and the employee.
5. A Department Head may recommend that an employee be suspended for more than five (5) days and/or discharged for unsatisfactory job performance, or violation of Town policies, procedures or regulations or misconduct. The Department Head shall provide the Town Manager with a written recommendation stating the reason(s) for the recommended suspension or discharge and, if for misconduct, the investigative report.
6. In connection with allegations of misconduct, a Department Head shall immediately notify the Town Manager and consult with Labor counsel on the response of the Department to the allegations of misconduct.



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

10.8 – Town of Holden Seat Belt Policy

It is the policy of the Town of Holden to require that all employees wear seat belts while operating or riding in municipally owned or leased vehicles, or in other vehicles while on municipal business.

A large percentage of municipal employees operate cars, trucks, and other municipal mobile equipment in the course of their work. Driving places heavy demands upon an employee's alertness, judgment and skill. Driving errors an employee may make can be costly to the municipality, but of greater importance is the potential which exists for serious injuries to the employee and members of the general public.

Municipal vehicles are easily identified as such and constitute a traveling advertisement seen by many citizens. They have what the advertising profession would call "high exposure". This exposure exerts an important influence upon good or bad public relations for the municipality, since safe, courteous driving habits build a positive public image. In addition, naturally, the application of the principles of defensive driving helps avoid accidents.

Jacquelyn M. Kelly
Town Manager

Issued 10/6/86
Reissued 3/26/90
Reissued 11/20/91
Reissued 1/13/96
Revised 2/1/13



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

10.9 – Town of Holden Electronic and Information Technology Communications Policy

Purpose: It is the policy of the Town of Holden (“the Town”) to ensure effective communications among all Town employees and with others outside of the Town government, in particular the Town’s residents. Employees should exercise thought, care and good judgment when using Town Electronic and Informational Technology to consistently promote a professional atmosphere.

Definition: *Electronic communications*, as defined in this policy include, but are not limited to, the Town’s electronic mail and Information Technology, Website and Internet, cell phones, telephones, pagers and radio. Electronic communications are Town-owned resources and are provided as communication tools. There can be no guarantee of privacy for electronic communications.

Provisions: All employees of the Town must adhere to the following, both while on the Town’s premises and off-site when using the Town’s electronic communications:

- Use of electronic communications for personal purposes is permitted, but should be kept to a minimum. Inappropriate use of electronic communications would include excessive socializing with co-workers, friends or family members.
- Use of electronic communications, including the Internet, to access, send or download abusive, offensive or discriminatory messages or material is prohibited. Among those which are considered offensive are any messages or materials which contain overt sexual language or images, sexual implications or innuendo or comments that inappropriately address someone’s age, gender, race, sexual orientation, religious beliefs, national origin, or disability.
- Use of electronic communications, including the Internet, to solicit outside business ventures, to divulge confidential or privileged information, or for solicitation in connection with personal, political or religious causes is prohibited.
- Employees of the Town with access to the World Wide Web are responsible for the content of all text, audio or images that they place or send over the Internet and for ensuring that the Internet is used in an effective, ethical and lawful manner. All messages created, sent or retrieved over the Internet are the property of the Town and should be considered public information.
- The Town reserves the right to review all electronic records and communications, access and monitor all messages and files as it deems necessary and appropriate and delete items from electronic communications systems.
- Use of electronic communications, in particular email and the Internet, to evaluate or offer feedback regarding an individual’s work performance is prohibited. Electronic communications may be used for administrative purposes (e.g. scheduling reviews).



HOLDEN FIRE DEPARTMENT

STANDARD OPERATING PROCEDURES AND GUIDELINES

Enforcement of Policy: Improper use of the Town's electronic communications systems could result in disciplinary action.

Adopted August 21, 2000
Revised October 20, 2006

Acknowledgment of Receipt of Electronic and Information Technology Communications Policy

I acknowledge receipt of this *Electronic and Information Technology Communications Policy* from the Town, and I have read it. I understand that all electronic communications and all information transmitted by, received from, or stored in these systems are the property of the Town. I also understand that I have no expectation of privacy in connection with the use of the Town's electronic communications. I acknowledge and consent to the Town monitoring my use of its electronic communications at any time, at its discretion, and understand that I am required to delete email messages (both incoming and outgoing) on an ongoing basis or the Town may delete them as part of its routine maintenance.

Name

Witness

Date