



2023

Denver Fire

Lieutenant

Study Material for  
Multiple-Choice Exam

# Section A

Local 858  
Fire Fighters  
Agreement

**DENVER FIREFIGHTERS – LOCAL 858**

**IAFF, AFL-CIO**

**AND**

**CITY AND COUNTY OF DENVER**

**2023-2025 FIRE FIGHTERS AGREEMENT**

**JANUARY 1, 2023 THROUGH DECEMBER 31, 2025**

## TABLE OF CONTENTS

<u>ARTICLE/TITLE</u>	<u>PAGE</u>
I SUBORDINATION.....	2
II RECOGNITION .....	3
III UNION SECURITY .....	4
IV UNION ACTIVITY .....	6
V NON-DISCRIMINATION .....	8
VI RIGHTS OF MANAGEMENT .....	9
VII PRODUCTIVITY .....	11
VIII CALL BACK COMPENSATION, FIRE FIGHTER OBLIGATION AND OVERTIME.....	12
IX UNIFORM ALLOWANCEAND REGULATIONS .....	13
X INSURANCE, HEALTH AND SAFETY .....	15
XI STRIKES AND OTHER DISRUPTIONS OF NORMAL WORK ROUTINE .....	18
XII SALARY SCHEDULE.....	19
XIII HOLIDAYS .....	22
XIV VACATION.....	25
XV GRIEVANCE PROCEDURE.....	28
XVI TEMPORARY ASSIGNMENT TO HIGHER RANK OR POSITION.....	30
XVII WORK DAY AND WORK WEEK .....	31
XVIII SICK LEAVE AND OTHER MISCELLANEOUS LEAVES.....	34
XIX MILEAGE ALLOWANCE .....	40
XX RETIREE HEALTH .....	41
XXI DEATH AND DISABILITY CONTRIBUTION.....	43
XXII WAIVER AND NOTICE .....	44
XXIII ENTIRE AGREEMENT.....	45
XXIV EFFECTIVE DATE, RATIFICATION AND TERMINATION .....	46



## **Article I**

### **SUBORDINATION**

**Section 1.** This Agreement shall in all respects, wherever the same may be applicable herein, be subject and subordinate to the provisions of the Charter of the City and County of Denver, the Directives and Guidelines of the Denver Fire Department and the Rules and Regulations of the Civil Service Commission of the City and County of Denver as promulgated and adopted by the Civil Service Commission, and is further subject and subordinate to all applicable City Ordinances, Statutes, Constitutional provisions and any revisions, amendments or newly adopted provisions to any said Ordinance, Charter, Statute or Constitutional provision which may hereinafter be enacted.

**Section 2.** It is expressly intended that the duties, responsibilities and functions of the City in the operation of its Fire Department shall in no manner be impaired, subordinated or negated by a provision of this Agreement.

## Article II

### RECOGNITION

**Section 1.** The City recognizes Denver Fire Fighters, Local 858, IAFF, AFL-CIO (hereinafter referred to as “the Union”) as sole and exclusive bargaining agent for all fire fighters pursuant to Section 9.7.1, *et seq.*, of the Charter of the City and County of Denver. As used in this Agreement, the term “fire fighter” shall mean the members of the Classified Service of the Fire Department of the City and County of Denver, except any person holding the rank of Chief of the Fire Department, or any person assigned the duties of Deputy Fire Chief or Division Chief.

### Article III

#### UNION SECURITY

**Section 1.** No fire fighter shall be required to become a member of the Union as a condition of their employment or continued employment by the City, and there shall be no discrimination against any fire fighter on account of their membership or non-membership in the Union. Provided, however, that the Union does not discriminate against non-members when it limits its services to and representation of non-members as follows:

The Union's duty of representation to an employee it represents but who is not a member of the Union shall be limited to the negotiation or enforcement of the terms of the agreement with the City. No provision of this article shall be construed to require the Union to provide representation to a non-member:

- (a) during questioning by the employer;
- (b) in statutory or administrative proceedings or to enforce statutory or regulatory rights; or
- (c) in any stage of a grievance, arbitration or other contractual process concerning the evaluation or discipline of an employee where the non-member is permitted to proceed without the Union and be represented by their own advocate.

Nor shall any provision of this Article prohibit the Union from providing legal, economic or job-related services or benefits beyond those provided in this Agreement with the City only to its members.

**Section 2.** The City shall deduct on a regular basis from the pay of all fire fighters who hereafter voluntarily authorize such deductions in writing on a form provided for this purpose by the Union or the City: (1) the amount of Union dues uniformly assessed all fire fighters who are Union members, and (2) initiation fees uniformly assessed against all Union members. Each authorization given under this Section shall state that it is irrevocable for a period of one (1) year or until the termination date of this Agreement, whichever occurs sooner, and is automatically renewable for another year unless written revocation of check-off authorization is given to the City during the thirty (30) day period immediately preceding the end of the period of irrevocability.

The Union will initially notify the City as to the amount of dues, or dues and initiation fees, to be deducted. Such notification will be certified to the City in writing over the signature of the President or Secretary-Treasurer of the Union. Changes in the Union membership dues or fees will be similarly certified to the City and shall be done at least one month in advance of the effective date of such

change. The City will remit to the Union such sums within thirty (30) days and shall accurately account for all changes in membership and monies deducted.

**Section 3.** The Union shall indemnify, defend and save the City harmless against any and all claims, demands, suits or other forms of liability that shall arise out of or as a result from any conduct taken by the City for the purpose of complying with Section 2 of this Article.

## Article IV

### UNION ACTIVITY

- Section 1.** Neither the Union, nor its officers, agents, representatives, or members will intimidate, interfere with, or coerce fire fighters. No Union activity or Union business of any kind will be carried on during working hours without express written permission in advance from the Fire Chief or their designated representative. Violation of this Section 1 of this Article IV by any fire fighter shall be just cause for disciplinary action pursuant to the City Charter. Failure of the City to enforce any of the provisions of this Section 1 of this Article IV in any one (1) or more instances shall not be considered a waiver of any of the provisions of this Section 1 of this Article IV.
- Section 2.** No fire fighter shall be discharged, disciplined or discriminated against because of activity on behalf of the Union that does not interfere with the discharge of their duties or any assignments, or violate any of the provisions of the Agreement.
- Section 3.** The Union shall have the right to post on the bulletin board designated by the Fire Chief or their designated representative, within all respective fire houses and support services, notices of Union meetings, Union recreational and social affairs, notices of Union elections, and appointments and results of Union elections, all of which pertain to the Denver Fire Department, provided that such notices are first approved by the Fire Chief or their designated representative. Any postings of an inflammatory nature are expressly prohibited. There shall be no postings regarding any political candidate or candidates nor of any political matter.
- Section 4.** When approved by the Fire Chief or their designated representative in writing, the two principal officers of the Union shall be granted leave from duty with full pay for conducting necessary Union business. When approved by the Fire Chief or their designated representative in writing, during the term of the deliberations of the Union Bargaining Committee, as constituted pursuant to the Union by-laws, members of the Committee, (not to exceed three) shall be granted leave from duty with full pay for conducting necessary Union business. When approved by the Chief or their designated representative in writing, members of the Union Executive Board (not to exceed four) shall be granted leave from duty with full pay for attending Executive Board and general membership meetings. The Union shall endeavor to conduct all necessary Union business during the non-working time of the greatest number of fire fighters required for such business, to the greatest extent possible. Said approval shall be granted by the Chief or their designated representative in writing when said leave would not disrupt or interfere with the service of the department.
- Section 5.** Such fire fighters (not to exceed four) as may be selected by the Union and approved by the Fire Chief or their designated representative shall be granted leave from duty without pay for Union activities such as attending educational conferences, seminars and training courses for the improvement of fire service and the Fire Department.

**Section 6.** Members of the union's Executive Board shall be permitted to address each Department recruit class at a mutually agreeable time within the first week of the academy.

## **Article V**

### **NON-DISCRIMINATION**

Neither the City nor the Union shall discriminate against any fire fighter on the basis of actual or perceived age, race (including hair texture, hair type, or hairstyle commonly or historically associated with race), creed, color, sex, sexual orientation, gender identity or expression, politics, religion, national origin, marital status or family status, physical or mental disability, military status, genetic information, or membership or non-membership in a labor organization.

Nothing in this section, however, shall be construed to prohibit actions taken because of a bona fide occupational qualification.

## Article VI

### RIGHTS OF MANAGEMENT

**Section 1.** Except as otherwise specifically provided in this Agreement, the City has the sole and exclusive right to exercise all the rights or functions of management, and the exercise of any such rights or functions shall not be subject to any grievance procedure, except as to resolution of whether or not a specific matter is a management right. Without limiting the generality of the foregoing, as used herein, the term “Rights of Management” includes:

- (a) The determination of Fire Department policy including the right to manage the affairs of the Fire Department in all respects;
- (b) the right to assign working hours including overtime;
- (c) the right to establish, modify or change work schedules, staffing of apparatus, amount of apparatus in the main or reserve fleet, etc.;
- (d) the right to assign fire fighters to other duties within the Fire Department when their apparatus is out of service;
- (e) the right to direct the members of the Fire Department, including the right to hire, promote or transfer any fire fighter;
- (f) the table of organization of the Fire Department, including the right to organize and reorganize the Fire Department in any manner it chooses, including the size of the Fire Department and the determination of job classifications and ranks based upon duties assigned;
- (g) the determination of the safety, health and property protection measures for the Fire Department;
- (h) the selection, promotion or transfer of fire fighters to supervisory or other managerial or technician positions or to positions outside the Classified Service of the Fire Department;
- (i) the allocation and assignment of work to fire fighters within the Fire Department;
- (j) the determination of policy affecting the selection or training of fire fighters;
- (k) the scheduling of operations and the determination of the number and duration of hours of assigned duty per week;
- (l) the establishment, modification and enforcement of Fire Department Directives and Guidelines;



- (m) the transfer of work from one position to another within the Classified Service of the Fire Department;
- (n) the introduction of new, improved or different methods and techniques of operation of the Fire Department or a change in existing methods and techniques;
- (o) the placing of service, maintenance or other work with outside contractors or other agencies of the City;
- (p) the determination of the number of ranks and number of fire fighters within each rank;
- (q) the determination of the amount of supervision necessary;
- (r) the transfer of fire fighters from one house, district or support service to another.

**Section 2.** All discretionary power vested in the City and the Fire Chief shall not be exercised in an arbitrary or capricious manner. The term “arbitrary or capricious” in this article shall mean that this is action taken without adequate information, not founded on reason or rational judgment, or done on a whim or impulse without adequate analysis.

## Article VII

### PRODUCTIVITY

- Section 1.** The Union and the City recognize that increased productivity will require the continuation of improvements and technological progress through new methods, techniques and equipment which will contribute to improved quality and efficiency of fire protection for the citizens of Denver. The Union and the City will act in good faith and with a cooperative attitude to achieve these ends.
- Section 2.** There shall be established a Labor/Management Committee comprised of six (6) members, three (3) of whom shall be appointed by the President of Local 858 and three (3) of whom shall be appointed by the Chief of the Fire Department. The Committee shall address any matter of mutual concern. The Committee shall meet at the request of the President of Local 858 or the Chief of the Fire Department within ten (10) days of a request for a meeting. The Fire Chief and the Union may mutually agree upon another system to provide labor/management discussions, including the use of strategic development teams.
- Section 3.** The Department shall provide the union with copies of and will email to the President and Secretary Treasurer all new or revised:
- (a) department orders;
  - (b) directives;
  - (c) guidelines; and
  - (d) SOGs; and
  - (e) Fire Chief and Division Memoranda (currently those denominated FCM, OPS, TRN, FPB, TEC and ADM).

## Article VIII

### CALL BACK COMPENSATION, FIRE FIGHTER OBLIGATION, AND OVERTIME

- Section 1.** If, in the sole opinion of the Fire Chief or their designees, it is necessary to call fire fighters back to work during their normal time off, such recalled fire fighters must report for duty. Failure to report for duty, if personally contacted, shall subject such fire fighter to disciplinary action pursuant to the Charter of the City unless reporting is excused by the Chief or their immediate designee.
- (a) A recalled fire fighter shall be compensated at the minimum rate of time and one-half (1-1/2) of their regular rate of compensation for the time worked, in 15-minute increments or a minimum of three (3) hours if required to respond to a station, work location or incident, in cash if the money is available, otherwise in the form of compensatory time off. Such time off shall be taken within one (1) year of the time in which it is earned, provided that the time to be taken off is approved by the Fire Chief or their designee in writing. If the call back is contiguous to the beginning or end of the scheduled shift, the three (3) hour minimum shall not apply.
- Section 2.** In the event that a fire fighter is called upon to work overtime in excess of fifteen (15) minutes after their regular shift has ended, the fire fighter shall be compensated at the minimum rate of time and one-half (1-1/2) of their regular rate of compensation for all overtime worked after their regular shift has ended, in cash if the money is available, otherwise in the form of compensatory time off. Such time off shall be taken within one (1) year of the time at which it is earned, provided that the time is approved by the Fire Chief or their designee in writing.
- Section 3.** If a fire fighter is required to attend court due to job related matters during hours other than scheduled work hours, such fire fighter shall receive compensation as provided in Section 1 of this Article VIII.
- Section 4.** Fourth Grade Fire Fighters taking the intermediate (if any) and final tests in hours other than their normally scheduled work hours shall be compensated for such time at their regular rate of pay until the total hours worked, including such testing time, exceeds 144 hours within a twenty-one (21) day work period. Any time worked in excess of the 144-hour limit shall be compensated at the overtime rate as provided in Section 2 of this Article.

## Article IX

### UNIFORM ALLOWANCE AND REGULATIONS

- Section 1.** The City shall pay the total cost of procurement and replacement, including replacement for line of duty mishaps, of all uniforms, including replacement of Department issued blue T-shirts, except socks, ties, belts, briefs, panties, and brassieres, that are required to be worn by fire fighters. The style, quality, design, components and the quantity of uniforms shall be specified by the Manager of Safety for the individual fire fighter in an economical, equitable manner in the best interests of the City.
- Section 2.** Turnout gear required by the Fire Department is not considered to be part of the uniform for purposes of Section 1 above. All fire fighters shall have turnout gear and required personal protective equipment (PPE) provided by the City. If, in the sole opinion of the Fire Chief or their designated representative, any item of a fire fighter's turnout gear or required PPE becomes unserviceable, such article of turnout gear or PPE shall be replaced by the City. Whenever feasible, at the time of purchase, turnout gear and required PPE shall meet or exceed current National Fire Protection Agency safety standards and specifications.
- Section 3.** All fire fighters will maintain complete uniforms and turnout gear in good condition. Periodic inspections will be made by the Fire Chief or their designees to ensure the serviceability of each fire fighter's uniforms and turnout gear.
- Section 4.** If a non-uniformed fire fighter sustains line-of-duty damage to their clothing, the cost of such damaged article of clothing will be reimbursed by the City upon the submission of a claim accompanied by proof of loss and approved by the Fire Chief or their designated representative.
- Section 5.** Fire fighters assigned to the Fire Investigation Unit and who are required to wear firearms, shall receive from the City a \$400.00 per year firearm allowance. This payment shall be made at the end of each calendar year or upon termination or retirement from the Fire Department of each member entitled to such allowance. Fire fighters assigned to the Fire Investigation Unit are also eligible for a reimbursement, up to \$750.00, every five (5) years for the purchase of a ballistic vest.
- Section 6.** The practice of providing those fire fighters assigned to the repair shop with work uniforms and garments shall be pursuant to Executive Order No. 110, and the amendments thereto, for the term of this Agreement.
- Section 7.** Each fire fighter shall be paid an annual cleaning and maintenance allowance of \$550.00, payable with the last paycheck in November.
- Section 8.** Fire fighters may wear the official union insignia on both their dress and work uniforms. Such insignia shall be a pin not larger than the size of a dime.

**Section 9.** The City shall provide a cache of wildland PPE to be utilized by fire fighters who are deployed on urban interface strike teams, in accordance with policies and procedures to be determined by the Fire Chief.

## Article X

### INSURANCE, HEALTH AND SAFETY

**Section 1.** For 2023 only, the City shall pay monthly, on behalf of each fire fighter, 80% of the total premium of the medical insurance plan selected by the fire fighter, a vision plan, and a mid-level Delta Dental plan. At a minimum, fire fighters shall be offered an Internal Revenue Service qualified high deductible plan with a health savings account (HSA), a co-pay based HMO/PPO plan and a deductible based co-insurance medical plan to the fire fighters that have a benefit level no lower than the same type of plan offered by the City to Career Service employees. The City's contribution for each fire fighter will depend on the plan selected and the status of the fire fighter as qualifying either for employee, employee plus spouse, employee plus child(ren), or family plan coverage as may apply under the selected plan which will have a separate rate for each such category of coverage.

If during open enrollment or upon hiring a fire fighter selects a high deductible medical insurance plan offered by the City and opens a HSA, or if as of January 1 each year of this Agreement, a fire fighter is already enrolled in the high deductible medical insurance plan offered by the City and has a HSA, the City will contribute monthly to the fire fighter's HSA: (1) fifty dollars (\$50) if the fire fighter is enrolled in an employee only plan; or (2) one hundred dollars (\$100) if the fire fighter is enrolled in an employee plus spouse, employee plus child(ren) or family plan.

The City agrees to the creation of a Denver Firefighter Healthcare Trust ("Trust") for the purpose of funding medical and vision benefits for all fire fighters, their retirees, and eligible dependents as provided for in the Trust Agreement. The Trust will be governed by a Board of Trustees. The City will be allowed to designate one civilian employee to attend all meetings of the Board of Trustees. A Denver Firefighter Healthcare Trust agreement will be established separately from this agreement in accordance with applicable federal, state and local laws no later than April 30, 2023. It shall be the general duty of the Trustees of the Trust to receive the contributions from the City and the contributions from participating fire fighters and any other income or assets that they may receive and, with such, to create and administer one or more employee welfare benefit plans for the participating fire fighters and their beneficiaries.

Upon creation of the Trust, the parties agree to reopen this Agreement solely for the dual purposes of negotiating the type of medical and vision insurance plans offered by the Trust and the associated medical and vision insurance premium contributions from the City for the 2024 and 2025 plan years. In the event of impasse on these discrete issues, the parties agree to submit all remaining disputes to binding arbitration, utilizing the provisions (including arbitrator selection) found in City Charter Sections 9.8.7 through 9.8.13.

In 2023, the Union will substantially participate with the City in the development of and negotiations for medical, vision and dental plans to be offered to fire fighters.

The Union will have the opportunity to comment and make recommendations on proposals prior to their being finalized and offered to fire fighters.

From 2024 forward, the Union will substantially participate with the City in the development of and negotiations for any dental plan benefits that are not provided through the Trust. The Union will have the opportunity to comment and make recommendations on such dental plan proposals prior to their being finalized and offered to fire fighters.

The Board of Trustees will provide any required premium changes for the 2024 and 2025 plan years to the City no later than July 15, 2023, and July 15, 2024 respectively.

**Section 2.** The City recognizes the right of the Union to consult with the City and make recommendations on safety matters.

**Section 3.** The City will continue to provide advance life support (ALS) response on all structure fires.

**Section 4.** In the event a fire fighter is killed in the line of duty or dies from injuries or illness sustained in the line of duty, the City shall pay the cost of reasonable funeral expenses up to a maximum of \$20,000, which amount shall be offset by any other payments for funeral expenses made by insurance or by any other agency or organization or person(s) (other than relatives of the fire fighter.) This payment shall be made to the fire fighter's estate.

**Section 5.** Fire fighters are entitled to a maximum of 1.5 times one year of base pay up to a maximum of three hundred thousand dollars (\$300,000) in term life insurance with a double indemnity for accidental death or dismemberment in a plan chosen by the City for which the City will pay 100% of the cost.

**Section 6.** In the event a fire fighter is killed or has been killed in the line of duty, the City shall pay the full cost of health insurance and dental insurance for a surviving spouse, or spousal equivalent as defined by the City, and children of the fire fighter, subject to the following conditions:

- a. The payments for a surviving spouse or spousal equivalent will end five (5) years after the fire fighter's death or upon remarriage, whichever occurs first.
- b. The payments for an unmarried child shall continue through the end of the month in which the child reaches age 25.

**Section 7.** Any fire fighter who is diagnosed with any cancer specified in C.R.S. § 8-41-209 of the Colorado Workers' Compensation Act (as it may be amended from time to time) that is ultimately determined to be compensable shall be entitled to the following:

- a. Reasonable, necessary and related medical care with authorized providers.
- b. Any intermittent or consecutive leave of absence at their full salary for the rank that the member holds in the department and benefits, so long as the leave is necessary in reaching recovery from the sickness, until maximum medical improvement is reached.



## Article XI

### STRIKES AND OTHER DISRUPTIONS OF NORMAL WORK ROUTINE

- Section 1.** The protection of the public health, safety and welfare demands that neither the Union, nor the fire fighters, or any person acting in concert with them, will cause, sanction, or take part in any strike, walkout, sitdown, slowdown, stoppage of work, picketing, retarding of work, abnormal absenteeism, withholding of services or any other interference with the normal work routine.
- Section 2.** Violation of any provision of this Article by the Union shall be cause for the City terminating this Agreement upon the giving of written notice to this effect to the President of Denver Fire Fighters Local No. 858, in addition to whatever other remedies may be available to the City at law or in equity.
- Section 3.** Violation of any of the provisions of this Article by any fire fighter shall be just cause for the immediate discharge of that fire fighter, in addition to whatever other remedies may be available to the City at law or in equity. No fire fighter shall receive any portion of their salary while engaging in activity in violation of this Article.

## Article XII

### SALARY SCHEDULE

**Section 1.** (a) **Fire Fighter.** For the duration of this Agreement, the position Fire Fighter First Grade will be paid as follows:

Effective January 1, 2023	\$98,269
Effective January 1, 2024	\$102,199
Effective January 1, 2025	\$106,287

The positions of Fire Fighters 2nd grade through 4th grade, for the duration of this agreement will be paid in accordance with the following schedule:

Fire Fighter 2nd	80% of Fire Fighter 1st
Fire Fighter 3rd	72% of Fire Fighter 1st
Fire Fighter 4th	65% of Fire Fighter 1st

(b) **Engineer.** For the duration of this Agreement, the Engineer will be paid 112.5% of Fire Fighter First Grade pay.

(c) **Technician.** For the duration of this Agreement, the Technician will be paid 107.5% of Fire Fighter First Grade pay.

(d) **Lieutenant.** For the duration of this Agreement, the rank of Lieutenant will be paid 118% of Fire Fighter First Grade pay.

(e) **Fire Systems Technical Specialist and Mechanic.** For the duration of this Agreement, the positions of Fire Systems Technical Specialist (or "FSTS") I and Mechanic I will be paid 117% of Fire Fighter First Grade pay. The positions of Fire Systems Technical Specialist and Mechanic Second Grade through Fifth Grade will be paid in accordance with the following schedule:

FSTS II/Mechanic II	95% of FSTS I/Mechanic I
FSTS III/Mechanic III	90% of FSTS I/Mechanic I
FSTS IV/Mechanic IV	85% of FSTS I/Mechanic I
FSTS V/Mechanic V	80% of FSTS I/Mechanic I

Fire Systems Technical Specialists and Mechanics hired after the effective date of this Agreement shall be classified as Fire System Technical Specialist V or Mechanic V and shall progress through the steps annually on their anniversary date.

(f) **Captain.** For the duration of this Agreement, the rank of Captain will be paid 114.5% of Lieutenant pay.

(g) **Assistant Master Mechanic and Assistant Superintendent of Fire Alarm.** For the duration of this Agreement, the ranks of Assistant Master Mechanic and Assistant Superintendent of Fire Alarm will be paid 105% of Captain pay.

(h) **Assistant Chief, Master Mechanic, and Superintendent of Fire Alarm.** For the duration of this Agreement, the ranks of Assistant Chief, Master Mechanic, and Superintendent of Fire Alarm will be paid 115% of Captain pay.

(i) **Engineer - Suppression Specialty Operation.** For the duration of this Agreement, an Engineer assigned to Specialty Operation will be paid 115% of Fire Fighter First Grade pay.

(j) **Lieutenant - Suppression Specialty Operation.** For the duration of this Agreement, a Lieutenant assigned to Specialty Operation will be paid 120.5% of Fire Fighter First Grade pay.

(k) **Captain - Suppression Specialty Operation.** For the duration of this Agreement, a Captain assigned to Specialty Operation will be paid 114.5% of Lieutenant pay plus 2.5% of Fire Fighter First Grade pay.

(l) **Shift Commanders.** For the duration of this Agreement, Shift Commanders will be paid 107.5% of Assistant Chief pay.

(m) **Emergency Medical Technician.** For the duration of this Agreement, an Emergency Medical Technician will be paid 55% of Fire Fighter First Grade pay.

A member of the Fire Department shall be a Firefighter 4th Grade from the date of original appointment and until such time as the member has served nine months after completion of the Fire Academy. A member of the Fire Department shall be a Firefighter 3rd Grade if that member has served for more than nine-months after completion of the Fire Academy and less than twenty-one months after the completion of the Fire Academy. A member of the Fire Department shall be a Firefighter 2nd Grade if that member has served for twenty-one months or more after completion of the Fire Academy and less than thirty-three months after the completion of the Fire Academy. A member of the Fire Department shall be a Firefighter 1st Grade if that member has served for thirty-three months or more after completion of the Fire Academy. The graduation ceremony date shall be the culminating event for completion of the Fire Academy.

**Section 2. Longevity Pay.** All fire fighters, upon reaching their fifth (5<sup>th</sup>) anniversary date of employment shall be paid longevity pay. Effective January 1, 2023, fire fighters shall be paid at a rate of \$12.25 per month for each year of service.

The additional salary provided in this Section 2 is an addition to base salary provided for in Section 1 of this Article and shall be considered or included in determining or computing the pension or retirement benefits of fire fighters.

**Section 3.** Any fire fighter who is assigned the duties of Technician, who meets the qualifications of the position to which they are assigned, and who has the certification required for the position to which he or she is assigned (if any is required) shall begin receiving Technician pay upon commencing the assignment. If any fire fighter assigned the duties of Technician does not meet the qualifications

or have the certification required for the position, that fire fighter shall not be paid Technician pay until he or she meets the qualifications or has the certification. This provision shall not limit the City's right to reassign a fire fighter to non-technician duties. All fire fighters below the rank of Engineer that are assigned to apparatus that perform special operation (Diving, Collapse, HazMat, High Angle, Trench, Confined Space, DeCon) shall receive Technician level wages.

**Section 4.** Fire fighters who are certified and designated as bilingual fire fighters in accordance with procedures published by the Chief or the Chief's designee shall be paid one hundred fifty dollars (\$150) per month. The Denver Civil Service Commission's current Firefighter Informational Booklet shall be used as a guideline for establishing specific languages that qualify for bilingual pay.

## Article XIII

### HOLIDAYS

**Section 1.** The following days are recognized as holidays for Fire Fighters for the purpose provided herein:

New Year's Day	(January 1)
Martin Luther King, Jr. Day	(Third Monday in January)
Presidents' Day	(Third Monday in February)
Cesar Chavez Day	(Last Monday in March)
Memorial Day	(Last Monday in May)
Juneteenth	(June 19)
Independence Day	(July 4)
Labor Day	(First Monday in September)
Veterans' Day	(November 11)
Thanksgiving Day	(Fourth Thursday in November)
Christmas Day	(December 25)
Birthday	(To be used and/or paid in accordance with Sections 3 and 4 of this Article)

**Section 2.** Fire fighters holding the rank or assignment of Emergency Medical Technician, Fire Fighter Fourth Grade, Fire Fighter Third Grade, Fire Fighter Second Grade, Fire Fighter First Grade, Technician, Engineer, Lieutenant, Captain, Fire Systems Technical Specialist or Mechanic who are called out under the provisions of Article VIII of this Agreement on any of the above mentioned holidays shall receive their regular rate of pay, for a minimum of three (3) hours in addition to that compensation provided in Article VIII.

**Section 3.** Support Service Personnel. This Section shall control the granting of holidays and holiday premium for personnel in all support services other than Fire Dispatch, and Fire Investigation.

Where a holiday, except a birthday, as listed in Section 1 of this Article, falls on the first day of a regularly scheduled period of off days, it shall be observed on the immediately preceding work day. Where a holiday except a birthday, falls on the second and third off days of a scheduled period of off days, it shall be observed on the first regularly scheduled work day following the off days. A birthday holiday will be taken by the fire fighter within 30 days of the birthday under procedures approved by the Chief.

When a fire fighter covered by this Section is called out to work on a holiday which is observed on the same day as specified in Section 1, the fire fighter shall be entitled to a holiday premium in addition to the regular rate of compensation.

In situations where the observed holiday except a birthday differs from the holiday specified in Section 1, this paragraph applies. When a fire fighter covered by this

Section is called out to work either on the holiday specified in Section 1 or the “observed holiday,” compensation shall be determined as follows:

(a) A fire fighter called out on the “observed holiday” will receive holiday premium only for those hours actually worked on that calendar day which do coincide with their regularly scheduled work hours.

(b) A fire fighter called out on the holiday spelled out in Section 1 will receive holiday premium only for those hours actually worked on that calendar day which do not coincide with their regularly scheduled work hours.

The holiday premium payable under this Section shall be equal to the fire fighter’s regular hourly rate of pay and shall be computed to the nearest fifteen (15) minutes.

**Section 4.** (a) In addition to those above-listed holidays, any day declared a special holiday by the Mayor or the City Council, by proclamation promulgated or resolution or ordinance adopted, during the term of the Agreement, shall be considered a recognized holiday for the purposes provided herein.

(b) Any fire fighter who is required to actually work on a holiday other than their birthday, as set forth in this Article, shall be paid a holiday premium in addition to their regular rate of compensation. Such holiday premium shall be the fire fighter’s regular hourly rate of pay, and shall be paid for each hour actually worked between 12:01 a.m. and 12:00 midnight on a holiday as provided in Section 1 of this Article, computed to the nearest fifteen (15) minutes.

When a holiday falls on a support service fire fighter’s vacation, as set forth in Article XIV of this Agreement, that holiday shall not be counted as a vacation shift. When a holiday other than a birthday falls on a suppression fire fighter’s vacation, as set forth in Article XIV of this Agreement, that day shall nevertheless be treated as a vacation day for all purposes relevant under this Agreement; however, the fire fighter shall receive the holiday premium identified in this Section for all hours that they would have worked on that day, but for the fact that such day was a vacation. In no event shall a holiday premium or any other compensation be awarded to a fire fighter by reason of a holiday other than a birthday falling on a Kelly Day. When the birthday occurs on their Kelly day, they shall be paid the holiday premium provided hereunder. In all other instances, the fire fighter must actually work on a holiday other than a birthday to be eligible for the holiday premium. All fire fighters assigned to fire suppression, to the Fire Investigation Division, or to fire alarm dispatching duties shall be paid a holiday premium equal to eight (8) times their regular hourly rate of pay in lieu of time off for their birthdays. All other fire fighters shall have their birthday off, in the same manner as other holidays provided for in this Article.

**Section 5.** Effective January 1, 2022, each fire fighter will receive 96 hours of time in a separate Holiday Time Bank, subject to the following:

(a) Any fire fighter hired on or after January 1, 2021 will not receive this Holiday Time Bank.

(b) The Holiday Time Bank can be used starting January 1, 2022 in accordance with the rules for use of vacation leave under Article XIV, provided, however, no more than 24 hours may be used as vacation during a calendar year. Alternatively, fire fighters may sell back 24 hours from the Holiday Time Bank each calendar year; such payments will be made in the first quarter of the succeeding year. In any given year, fire fighters may elect to use or sell back 24 hours from the Holiday Time Bank, but not both.

(c) Hours in a fire fighter's Holiday Time Bank may be carried forward from year-to-year until they are exhausted.

(d) Any hours remaining in a fire fighter's Holiday Time Bank shall be payable upon separation.

## Article XIV

### VACATION

**Section 1.** Each fire fighter shall accrue vacation leave at their regular rate of pay in accordance with the following:

(a) Those fire fighters who have less than three (3) years of service shall accrue one hundred twenty (120) hours vacation annually at the rate of ten (10) hours for each month.

(b) Those fire fighters who have three (3) or more years of service shall accrue one hundred forty-four (144) hours of vacation leave annually at the rate of twelve (12) hours per month.

(c) Those fire fighters who have ten (10) or more years of service shall accrue one hundred sixty-eight (168) hours of vacation leave annually at the rate of fourteen (14) hours per month.

(d) Those fire fighters who have fifteen (15) or more years of service shall accrue one hundred ninety-two (192) hours of vacation leave annually at a rate of sixteen (16) hours per month.

(e) Effective January 1, 2022, those fire fighters who have twenty (20) or more years of service shall accrue two hundred sixteen (216) hours of vacation annually at a rate of eighteen (18) hours per month.

(f) Effective January 1, 2022, those fire fighters who have twenty-five (25) or more years of service shall accrue two hundred forty (240) hours of vacation annually at a rate of twenty (20) hours per month.

**Section 2.** If a fire fighter is employed only part of a month, they will earn vacation leave for the month only if they started on or before or terminated after the 15th day of the month.

**Section 3.** If the fire fighter's third (3rd), tenth (10th), fifteenth (15<sup>th</sup>), twentieth (20<sup>th</sup>) or twenty-fifth (25th) anniversary of their hiring date occurs on a day other than the first day of the month, they will earn vacation leave for that month at the rates described in Section 1 of this Article only if the anniversary date is on or before the fifteenth (15<sup>th</sup>). If the third (3rd), tenth (10th), fifteenth (15<sup>th</sup>), twentieth (20<sup>th</sup>) or twenty-fifth (25th) anniversary date of hire falls on a day after the fifteenth (15<sup>th</sup>) day of the month, they will earn at the higher rate beginning the first day of the following month.

**Section 4.** (a) Vacation hours accrued under the provisions of this Agreement may not be used until the calendar year after they are accrued. In no case may a fire fighter use more hours of vacation than the sum of what they accrued in the previous calendar year, credited monthly. Any unused vacation leave left over from the previous year



that the fire fighter is unable to use, in the sole opinion of the Fire Chief or their designee, shall be paid in cash at the fire fighter's regular rate of pay in effect at the time of payment, and such payment shall be made within the first quarter of the succeeding year.

(b) Where a fire fighter assigned to suppression or dispatch accrues vacation hours not evenly divisible by the number of hours in their shift, that fire fighter shall be paid in cash, but only for the hours of vacation which are less than a full shift which remain on December 31 of the year following the year of accrual so long as that fire fighter continues to be assigned to suppression or dispatch. Where a fire fighter assigned to arson has accrued vacation hours not evenly divisible by twelve, that fire fighter shall be paid in cash only for the hours of vacation which are less than 12 hours which remain on December 31 of the year following the year of accrual so long as that fire fighter continues to be assigned to arson. The cash payment shall be at the fire fighter's regular rate of pay in effect in the year following the year of accrual and shall be paid within the first quarter of the succeeding year.

**Section 5.** The additional vacation time allocated pursuant to Section 4 of Article XVIII - Sick Leave - shall not exceed one hundred forty-four (144) hours and shall be utilized in full shift increments directly related to the fire fighter's assignment. Any unused vacation leave left over from the previous year that the fire fighter is unable to use, in the sole opinion of the Fire Chief or their designee, shall be paid in cash at the fire fighter's regular rate of pay in effect at the time of payment, and such payment shall be made within the first quarter of the succeeding year.

**Section 6.** Vacation selections shall be made by the members of the Fire Department according to seniority in grade or rank within each administrative district and support service. Vacation selections made by Dispatchers shall not be made from the same vacation pick sheets as other members of the bargaining unit and shall in no way limit or restrict other members of the bargaining unit in their vacation selections. The most senior member in the highest grade or rank shall have the opportunity to select their vacation first. The least senior member in the lowest grade or rank shall pick last. The City shall open ten (10) days per administrative district in fire suppression per shift more than are required pursuant to this determination. It is understood and agreed that the City has the right to balance staffing by restricting the availability of certain days in any district. The method used for selecting vacations and balancing staffing shall be a single day selection method. The City will use its best efforts to evenly distribute the necessary vacation opportunities per shift, over the entire annual schedule specific to each shift.

Suppression fire fighters 1st, 2nd, 3rd, and 4th grade, engineers and technicians shall be permitted to select a vacation period which is the same as the officer assigned to the same company and platoon with the following exceptions: (1) engineers assigned to Denver International Airport (DIA) ARFF apparatus shall not select a vacation period which is the same as other engineers assigned to the same company on the same platoon; and (2) the policy shall be permitted only as long as the present policy of providing "roving" lieutenants to fill company

officers' vacancies created by vacations continues. Should the policy change, the change will be discussed with the Union prior to implementation.

Vacation schedules shall not be changed unless the fire fighter is promoted or granted a requested transfer, in which case the City shall exercise its best effort to allow the fire fighter to retain their original selection. The transfer of a fire fighter shall not affect the vacation schedule of any other fire fighter. The parties agree that during the term of this agreement, the Union and the authorized representative of the City may, by mutual agreement, change the provisions for vacation picks in this Section 6.

Vacation selection for the rank of Emergency Medical Technician will be a seniority-based selection, and separate from other members of Suppression.

If agreed to by authorized representatives of the Union and the City, an alternative vacation selection method may be used during the term of this Agreement.

## Article XV

### GRIEVANCE PROCEDURE

**Section 1.** A grievance is a claim that the City has violated an express provision of this Agreement, and does not include any disciplinary matters. Any fire fighter or group of fire fighters may discuss any matter with their Division Chief, Deputy Chief or the Fire Chief, without invoking the formal grievance procedure provided for in this Article. Neither the City nor the Union shall threaten, restrain, or coerce any fire fighter for asserting said fire fighter's rights pursuant to this Agreement.

**Section 2.** A grievance must be initiated by an aggrieved fire fighter. The aggrieved fire fighter must reduce their entire grievance and all the reasons therefor, and the provisions of this Agreement which the aggrieved fire fighter feels have been violated, to writing and present the written grievance, signed and dated by the fire fighter, to their Division Chief within ten (10) calendar days after the fire fighter knew or should have known the facts which gave rise to the grievance. If not submitted within ten (10) calendar days, the grievance shall not be entitled to consideration. Nothing in this section shall be construed to limit or prevent the Union, through an aggrieved member or members, from filing a grievance on a belief that the Agreement is being violated.

**Section 3.** All grievances shall be settled in the following manner:

**Step 1.** The grievance shall be submitted to the grievant's Division Chief within ten (10) calendar days after the fire fighter knew or should have known the facts which gave rise to the grievance. Within ten (10) calendar days after receipt of the grievance the Fire Chief or their designated representative shall discuss the grievance with the aggrieved fire fighter and two (2) members of the Grievance Committee of the Union. The Fire Chief or their designated representative will give the aggrieved fire fighter, through the Union Grievance Committee, their answer in writing within ten (10) calendar days after holding such meeting. If the grievance is not answered within said ten (10) days it will be considered denied.

**Step 2.** If the Union Grievance Committee is not satisfied with the answer obtained at "Step 1," a Union officer must give written notice of intent to arbitrate to the corporate authorities of the City within fourteen (14) calendar days. The Grievance Arbitration Board shall consist of:

- (a) Appointee of the City;
- (b) Appointee of the Union;
- (c) The representatives of each party shall select the third member of the Grievance Arbitration Board, who shall be the Chair;
- (d) If within twenty-one (21) calendar days, the representatives of the

City and the Union fail to select a third member, either party or its representative may refer the matter to the American Arbitration Association for the selection of an impartial arbitrator to act as the third member of the Grievance Arbitration Board, in accordance with the Rules of the American Arbitration Association. The majority of the Arbitration Board shall render a decision within thirty (30) calendar days after hearing the grievance, and failing to reach a majority, the decision of the Chair shall prevail.

The award of the Arbitration Board, or failing a majority decision, the decision of the Chair shall be final and binding on the City and the Union.

The costs of any arbitration shall be borne equally by the parties to this Agreement.

**Section 4.** Failure of the aggrieved fire fighter, or the Grievance Committee, or any official of the Union, to comply with the time limits set forth above will serve to declare the grievance as settled based upon the last answer received, and no further action can be taken.

**Section 5.** Anything in this Agreement to the contrary notwithstanding, the following matters are not subject to the grievance procedures of this Agreement:

- (a) Any grievance which is not filed in accordance with the provisions of Section 2 of this Article or does not meet the definition of a grievance as set forth in Section 1 of this Article; or
- (b) Any matter reserved solely to the Rights of Management (Article VI), or to the discretion of the City or the Fire Chief by the terms of this Agreement; or
- (c) Any matter which would require a change from the wages, rates of pay, hours, grievance procedures, working conditions, and all other terms and conditions of employment as set forth in this Agreement; or
- (d) Any matter which is not covered by this Agreement; or
- (e) Any matter covered by the Charter of the City and County of Denver, the Directives and Guidelines of the Denver Fire Department not inconsistent with the express terms of this Agreement, the Rules and Regulations of the Civil Service Commission of the City and County of Denver, City Ordinances, Statutes and Constitution provisions.

**Section 6.** (a) The time limits for processing grievances as set forth in this Article may be extended by mutual written agreement of the Chief of the Fire Department or a designee of the Chief and a representative of the Union.

(b) The parties shall consider and may by mutual agreement use a mediator at any time during the grievance process to resolve the grievance.

## Article XVI

### TEMPORARY ASSIGNMENT TO HIGHER RANK OR POSITION

**Section 1.** When a fire fighter is designated to perform the duties of a higher pay classification or rank due to a vacancy in such higher position, such fire fighter shall receive the existing base rate of compensation paid the classification or rank to which the fire fighter is so designated provided:

- (a) Fire fighters assigned to suppression divisions work at least six (6) hours of the shift; or
- (b) Fire fighters assigned to support services work at least 50% of the shift.

This Article shall apply to a Fire Fighter 1<sup>st</sup> Grade, Engineer, Lieutenant, and Captain who is eligible to work on technical apparatus and is required to act due to operational need as a technician at the direction of the City; Fire Fighter 4th Grade through Technician acting as an Engineer or Lieutenant; a Mechanic acting as Assistant Master Mechanic or Master Mechanic; a Fire Systems Technical Specialist acting as Assistant Superintendent of Fire Alarm or Superintendent of Fire Alarm; an Engineer acting as a Lieutenant; a Lieutenant acting as a Captain; and a Captain acting as an Assistant Chief in all support services. However, except that, whenever possible, an Engineer shall remain in that position and shall perform the duties and functions of an Engineer.

## Article XVII

### WORK DAY AND WORK WEEK

**Section 1. Fire Suppression and Dispatch.** Fire fighters in the fire suppression force and those assigned dispatcher duties shall work a work schedule consisting of twenty-four (24) hour shifts for an average work week of forty-eight (48) hours. This will be implemented by the use of a three (3) platoon system with each fire fighter working one (1) twenty-four (24) hour shift followed by forty-eight (48) hours off, with a Kelly day to be taken within each twenty-one (21) calendar day cycle. A Kelly day shall not be counted as a working shift for any purpose.

Until such time as the U.S. Department of Labor determines that the provisions of 29 U.S.C. § 207(k) apply to Denver fire fighters assigned dispatcher duties, all such fire fighters shall be scheduled for and receive between five (5) and eight (8) hours of uninterrupted sleep time and up to two (2) hours, in at least thirty (30) minute increments, of uninterrupted meal periods during the twenty-four (24) hour shift. These hours shall not be deemed as time worked for purposes of calculating FLSA overtime.

Kelly day selections shall be made annually by the members of the Fire Department except Assistant Chiefs according to seniority in grade or rank within each administrative district. Kelly day selections made by Assistant Chiefs shall not be made from the same Kelly day selection sheets as other members of the bargaining unit and shall in no way limit or restrict other members of the bargaining unit in their Kelly day selections. The most senior member in the highest grade or rank shall have the opportunity to select their Kelly day first. The least senior member in the lowest grade or rank shall pick last. The City shall determine prior to the time Kelly days are selected the number of Kelly day picks required in each administrative district per shift. The City shall open one (1) Kelly day pick per administrative district more than is required pursuant to this determination. It is understood and agreed that the City has the right to balance staffing by restricting the availability of certain picks in the last column in any district.

Each time a Kelly day is changed, the fire fighter shall be granted one (1) additional Kelly day; provided, no more than two (2) additional Kelly days shall be awarded in a contract year; provided, further, if a Kelly day change results in a return to the originally selected Kelly day, an additional Kelly day shall not be awarded; provided, further, if a fire fighter is transferred at their request, is promoted, or when a roving Lieutenant receives a permanent assignment and the change results in a change in Kelly days, an additional Kelly day shall not be awarded.

If agreed to by the authorized representatives of the Union and the City, an alternative work schedule for fire fighters assigned dispatcher duties may be used during the term of this agreement.

Fire fighters assigned dispatcher duties will select Kelly days only among themselves.

**Section 2. Non-Fire Suppression.** Each support service, excluding Dispatch, shall establish a work period of at least 7, but not more than 28 days. The Department office personnel who are not on round-the-clock schedules will normally work a schedule of five (5) eight (8)-hour work days during a seven (7) day work period. A flexible or staggered work schedule averaging forty (40) hours per week and providing for more economical and efficient functioning of the support service may be established by the Division Chief with the approval of the Fire Chief or their designated representative, provided that such new schedule shall not provide for a work shift in excess of twelve (12) hours and provided further that all fire fighters affected by such change in work schedule shall continue to receive as many gross hours of sick leave, sick leave converted to vacation, and vacation as they would have had, had their schedules not been changed.

If agreed to by the authorized representatives of the Union and the City, an alternative work schedule may be used during the term of this Agreement.

**Section 3.** In the event of enactment of State or Federal legislation affecting the hours of work or overtime for Fire Department personnel, the City and the Union will meet in an attempt to make any work schedule changes which are mandated by said legislation.

**Section 4. Fire Investigations Bureau.** Notwithstanding the provisions of Section 2 of this Article XVII, a fire fighter other than a Lieutenant, Captain, or Assistant Chief assigned to Fire Investigations Bureau shall work a schedule consisting of two (2) consecutive 6:00 a.m. to 6:00 p.m. work shifts, followed by twenty-four (24) hours off-duty, followed by two (2) consecutive 6:00 p.m. to 6:00 a.m. work shifts, followed by ninety-six (96) hours off duty. During each twenty-four (24) day work period, one (1) work shift shall be reduced to five (5) hours. For purposes of calculating hourly rates, fire fighters assigned to the Fire Investigations Bureau are considered to work forty (40) hours per week. Schedules for Lieutenants, Captains, and Assistant Chiefs shall be determined by Section 2 of this Article.

If agreed to by the authorized representatives of the Union and the City, an alternative work schedule may be used during the term of this agreement.

**Section 5. Emergency Medical Technician.** Emergency Medical Technicians shall work a 40-hour work week, 7 calendar day cycle. A flexible or staggered work schedule averaging forty (40) hours per week and providing for more economical and efficient functioning may be established by the Division Chief with the approval of the Fire Chief or his/her designated representative, provided that such new schedule shall not provide for a work shift in excess of twelve (12) hours and provided further that all Emergency Medical Technicians affected by such change in work schedule shall continue to receive as many gross hours of sick leave, sick leave converted to vacation, and vacation as they would have had, had their schedules not been changed.

If agreed to by the authorized representatives of the Union and the City, an alternative work schedule may be used during the term of this Agreement.

**Section 6.** Notwithstanding the provisions in Section 1 of this Article, one Shift Commander or Assistant Chief, at the discretion of the Chief, may be assigned to a supplemental shift based on a twenty-one (21) day cycle ranging from A-Shift Sunday to A-Shift Sunday. The Shift Commander or Assistant Chief assigned to this supplemental shift will not be able to exceed forty-eight (48) consecutive working hours with a minimum of twenty-four (24) hours off in between work shifts. They will maintain a Kelly day to be taken every twenty-one (21) day cycle and hours worked within the twenty-one (21) day cycle will not exceed 144 hours.



## Article XVIII

### SICK LEAVE AND OTHER MISCELLANEOUS LEAVES

**Section 1.** Each fire fighter shall be credited with twelve (12) hours of sick leave monthly for each month of service for a maximum annual accumulation of one hundred forty-four (144) hours per year of sick leave. If a fire fighter is employed only part of a month, they will be credited with sick leave for the full month only if they started on or before or terminated after the fifteenth (15th) day of the month. If a fire fighter is employed after or terminated before the fifteenth (15th) day of the month, they shall be credited with six (6) hours of sick leave. Any unused portion of such sick leave shall be accumulated until said fire fighter shall have a reserve of seven hundred-twenty (720) hours of sick leave.

**Section 2.** Any sick leave taken by a fire fighter with seven hundred-twenty (720) hours or less of accumulated reserve shall be first charged against the current year's accumulation of sick leave to date of absence. If the current year's accumulation of sick leave is exhausted, any sick leave taken shall be charged against the fire fighter's accumulated reserve of sick leave.

Any sick leave taken by a fire fighter with more than seven hundred-twenty (720) hours of accumulated reserve shall be first charged against the accumulated reserve.

**Section 3.** When a fire fighter uses sick leave due to off-duty injury or sickness, the fire fighter will be charged one (1) hour sick leave for each hour the fire fighter misses rounded to the nearest quarter hour. On February 1st of each year, each fire fighter shall receive a written report of their accumulated sick leave reserve.

**Section 4.** On December 31st of each year, after the fire fighter has accumulated their reserve of seven hundred-twenty (720) hours of sick leave, unused sick leave of a fire fighter for that year shall be allocated as follows:

- (a) Each fire fighter may take unused sick leave accumulated in the previous year not to exceed one hundred forty-four (144) hours as a cash payment, if approved by the Chief or their designated representative, to be paid at the regular rate of pay in effect at the time of payment on or before February 1st of each year. The approved amount may be allocated between cash, deferred compensation or a HSA contribution, at the fire fighter's option, consistent with legal restrictions.
- (b) Each fire fighter may take all or any part of unused sick leave as vacation, if approved by the Chief or their designated representative. Sick leave converted to vacation may only be used in full shifts. Any sick leave not taken as vacation shall be taken as cash payment at the fire fighter's regular rate of pay in effect at the time of payment.

Each fire fighter must declare their option before regular vacation and sick leave converted to vacation for the following year are selected.

**Section 5.** Fire fighters who have an accumulated reserve of more than seven hundred-twenty (720) hours of sick leave as of December 31, 1983, will maintain that accumulated reserve balance unless used for sick leave pursuant to the provision of Section 2 above. Such fire fighters shall continue to be credited with sick leave pursuant to the provisions of Section 1 above. This credited sick leave shall be either paid for or taken as vacation in accordance with the provision of Section 4 above.

**Section 6.** At the termination of a fire fighter's term of service with the Denver Fire Department for any reason, the said fire fighter shall receive compensation in full at their regular rate of pay at the time of such termination for all accumulated sick leave and vacation time due to them in hours at the termination of their service, except that a portion of this compensation shall be paid into the Post Employment Health Plan for eligible fire fighters as set forth in Article XX.

**Section 7.** (a) Prior to separation of service for any reason, other than as outlined in Section 7(b) below, the fire fighter may elect to have any or all accumulated sick leave and unused vacation time paid as compensation. The election to have these monies paid cannot be made more than 12 months prior to separation and must be made at least 5 days prior to separation and shall be paid at least two (2) working days before separation. The fire fighter may contribute this compensation into the City's Deferred Compensation Plan pursuant to the rules of that Plan. Any accumulated sick leave or unused vacation remaining after the election, shall be paid into the Post Employment Health Plan for eligible fire fighters as set forth in Article XX. This provision is subject to all limits and regulations governing a § 457 plan as enforced by the Internal Revenue Service, including deferral limits and the timing of deferral election forms.

(b) If a fire fighter is involuntarily terminated, or resigns or retires in lieu of involuntary termination, the fire fighter will be given the option of receiving all or part of their accumulated sick leave and unused vacation in cash rather than having that amount be paid into the Post Employment Health Plan (PEHP) established in Article XX of this Agreement. The fire fighter must exercise this option within five (5) calendar days of being informed of the involuntary termination decision, or giving notice of resignation or retirement in lieu of involuntary termination. The failure to exercise this option within five (5) calendar days shall be deemed consent to have the entire amount of the fire fighter's accumulated sick leave and unused vacation paid into the PEHP, as set forth in Section 7(a) above.

**Section 8.** Upon the death of a fire fighter of the Denver Fire Department, all monies due such fire fighter by reason of unpaid salary, accumulated unused vacation time, sick leave reserve or from other sources, at the time of their death shall be paid to their surviving spouse, or if there be no surviving spouse, then to the fire fighter's estate; provided however that if the Charter is amended the payment shall be made as required by the Charter as amended.

**Section 9.** Fire fighters may donate sick leave to the sick leave bank of, and accept sick leave donations from, another member of the classified service of the Fire Department in accordance with the procedures established by the Chief or the Chief's designee.

**Section 10.** Sick Leave Use

- (1) Statement of intent: The purpose of this section is to allow fire fighters, in connection with sickness or injury, to achieve a balance between family responsibilities and work demands. Each fire fighter must recognize that the responsibility of the Denver Fire Department is to provide a continuous high level of service to the public. Supervisors, when granting such leave, shall insure that the Fire Department mission is not jeopardized.
- (2) In addition to using sick leave when a fire fighter is incapacitated by sickness or injury, sick leave may be used for parental leave or for necessary care and attendance during the serious illness of a member of the fire fighter's family.
  - a. "Family" is defined as:
    1. a person who is related by blood, marriage, civil union, or adoption;
    2. a child to whom the employee stands in loco parentis or a person who stood in loco parentis to the employee when the employee was a minor; or
    3. a person for whom the employee is responsible for providing or arranging health- or safety-related care.
  - b. The amount of sick leave granted for parental leave or for necessary care of a sick member of an employee's family shall not exceed ninety days per twelve-month period without approval of the fire fighter's supervisor and the Chief.
  - c. Fire fighters using extended leave under the provisions of this agreement will return to work at their same or equivalent positions.
  - d. In all but emergency cases, the fire fighter needing extended family or medical leave shall document the need in writing and forward it to the Human Resources Bureau (HRB) office through the chain of command. A Sick Leave Request shall also be submitted. In emergency situations, the supervisor who grants the leave shall document the circumstances and forward the letter and Sick Leave Request to the HRB office, through the chain of command.

- e. Sick leave may also be used for any reason found in C.R.S. §§ 8-13.3-404 and 8-13.3-405, as they may be amended from time to time.
- (3) Up to 90 days leave for personal illness, illness of a family member, or parental leave may be granted. Fire fighters have the option of using unpaid leave in lieu of paid leave.
- a. When paid leave is elected, fire fighters shall use sick time when available.
  - b. Fire fighters who have no more than ten days remaining in their sick banks may then use vacation time and/or compensatory time.
  - c. Use of vacation time must follow the provisions of Article XIV. However, at the discretion of the Chief or designee, a scheduled vacation can be changed.
  - d. Fire fighters who require more than 90 days or who do not have a sufficient bank of sick leave, vacation time, or compensatory time may apply to the Chief for donated sick time.
- (4) Fire fighters using sick leave under subsection (2) above for extended periods may apply to the Chief for a reduced work schedule, *i.e.*, a leave schedule that reduces the fire fighter's usual number of hours per work week. The Chief may require the fire fighter to transfer to another assignment to better accommodate the reduced work schedule.

(5) Parental Leave

Up to 90 days parental leave may be granted to care for a child at the time of birth or adoption. Granting of such leave shall be subject to the approval of the Chief or designee. A fire fighter together with their spouse, who is also a fire fighter or employee of the City of Denver, are limited to a combined total of ninety days parental leave.

The parties agree that during the term of this Agreement, the authorized representatives of the Union and the City may, by mutual agreement, change the provisions for Sick Leave Use in this Section 9 of this Article XVIII.

**Section 11. Bereavement Leave**

- (a) Upon proper notification to the Department, a fire fighter shall be granted authorized absence from duty because of the death of a member of the fire fighter's immediate family, which includes the fire fighter's spouse, mother, father, mother-in-law, father-in-law, stepfather, stepmother, child, stepchild, brother, sister, brother-in-law, sister-in-law, grandparent, grandchild, spousal equivalent as defined by the City or other person

residing within the immediate household. Such absence shall not exceed five (5) consecutive calendar days, unless the Chief or their designee grants additional leave. Authorized bereavement leave for an immediate family member will not be charged against the fire fighter's accumulated sick or vacation leave.

- (b) Upon proper notification to the Department, at the discretion of the Chief or their designee, a fire fighter may be granted authorized absence from duty because of the death of relative other than an immediate family member. Such absence shall not exceed one (1) calendar day and may only be granted if staffing is available. Authorized bereavement leave for a relative other than an immediate family member shall be charged against the fire fighter's accumulated sick or vacation leave.

## **Section 12. Military Leave**

- (a) Leave of absence shall be granted to eligible fire fighters for military service as defined by the Uniformed Services Employment and Reemployment Rights Act, 38 U.S.C. §§ 4301, *et seq.* A fire fighter shall give advance written notice of an absence due to military service, unless precluded by military necessity or giving advance notice is otherwise impossible or unreasonable.
- (b) Military leave with pay. Fire fighters shall be eligible for up to fifteen (15) calendar days (not to exceed 120 hours) of military leave with pay each calendar year.
- (c) Military leave without pay. In addition to fifteen (15) calendar days of military leave with pay for which a fire fighter may be eligible, fire fighters shall be granted military leave without pay to perform their military service obligations. A fire fighter may elect to use any accrued vacation leave or accumulated sick leave in lieu of unpaid leave for all or part of the fire fighter's absence from duty due to military service.
- (d) While a fire fighter is on military leave, eligibility for vacation and sick leave accrual shall not be affected, and a fire fighter shall be entitled to all benefits afforded under this Agreement to fire fighters who are absent for reasons other than military service.

## **Section 13. Unpaid Leaves of Absence**

- (a) A leave of absence without pay for up to one (1) year may be granted to a fire fighter at the discretion of the Fire Chief.
- (b) The Fire Chief may grant such leave when it is in the best interests of the City to do so. Any such leave should be requested by the fire fighter as far

in advance as is reasonably possible. Failure to return from any such leave of absence by the designated return date will be considered a resignation.

- (c) Periods of leave without pay in excess of thirty (30) calendar days will not be considered for purposes of vacation or sick leave accrual, or any other benefits normally available to the fire fighter with the exception of medical insurance. The City's obligation to contribute its portion of medical insurance premiums will continue for no longer than one (1) year. The employee's portion of medical benefits may be continued at the fire fighter's expense in accordance with applicable laws or if prior arrangements have been made.

## **Article XIX**

### **MILEAGE ALLOWANCE**

Fire fighters using their personal vehicles to conduct City business shall be entitled to mileage reimbursement in accordance with the City and County of Denver Fiscal Accountability Rule 10.7, and any revisions thereto made during the term of this Agreement.

## Article XX

### RETIREE HEALTH

**Section 1.** If this Article is declared by a court of competent jurisdiction to be unenforceable, the monies specified herein will be used for a purpose that benefits the bargaining unit and that is mutually approved by the Union and the City.

**Section 2.** Post Employment Health Plan

- (a) The City agrees to participate in the Post Employment Health Plan (PEHP), Health Care Insurance Premium Sub-account, for Collectively Bargained Public Employees (Plan) in accordance with the terms and conditions of the Plan's Participation Agreement, a copy of which has been provided to the City. The Plan Administrator for the Plan shall be mutually agreed upon by the City and the Union and the City agrees to contribute to the Plan as set forth in this Article. The parties agree to the creation of a three-person PEHP advisory committee. The committee shall consist of an active firefighter appointed by the Union, a retired firefighter appointed by the Chief, and an appointee of the Denver Office of Human Resources (OHR) as voting members of the committee. The OHR shall provide one non-voting member to act as secretary appointed by the City. The PEHP advisory committee will be responsible for making plan administrative and coverage decisions, including approval of an investment menu, as may be required by the PEHP third-party administrator. Since committee members may not qualify for governmental immunity, the City shall provide adequate fiduciary errors and omissions insurance to the committee members, and any other insurance determined necessary by the Denver Director of Risk Management.
- (b) Except as provided in subsection (c), upon termination of employment for any reason (which does not include death), one hundred percent (100%) of the eligible fire fighter's accumulated sick leave and accrued but unpaid vacation that would have otherwise been paid to the eligible fire fighter had the City not participated in the Plan shall be contributed to the Participant's Health Care Insurance Premium Reimbursement Sub-account. Those fire fighters who separated from service prior to January 12, 2005 shall not be subject to the Plan. This subsection (b) is further subject to the following restrictions:
  - (1) The City shall deduct any overpayments to the fire fighter or other legal offsets due to the City from the fire fighter prior to making the contribution to the Participant's Health Care Insurance Premium Reimbursement Sub-account; however, before overpayment deductions and other legal offsets are made from accumulated sick leave and accrued but unpaid vacation, the City will first make the deductions and offsets from other compensable absences of the fire fighter, if any, and then any remaining balance shall be deducted and



offset from the accumulated sick leave and accrued but unpaid vacation.

- (c) Fire fighters who are eligible for fully paid family retiree medical benefits through TRICARE or by their status as a Native American through the Bureau of Indian Affairs medical benefit programs shall not be eligible for or subject to the contribution amount set forth in Section 2(b).

**Section 3.** For the duration of this Agreement, the City's contribution to either the Fire and Police Pension Association Statewide Health Care Defined Benefit Plan (FPPA plan) or the Post Employment Health Plan (PEHP) shall be one and one-quarter percent (1.25%) per year of base pay on behalf of each fire fighter.

**Article XXI**

**DEATH AND DISABILITY CONTRIBUTION**

During the term of this agreement, the City shall pay, on behalf of all fire fighters hired after January 1, 1997, the state mandated contribution for death and disability coverage pursuant to C.R.S. § 31-31-811(4).

## **Article XXII**

### **WAIVER AND NOTICE**

- Section 1.** Failure of the City to enforce, or insist upon the performance of any term, condition or provision of this Agreement in any one or more instances shall not be deemed a waiver of such term, condition, or provision. No term, condition or provision of the Agreement shall be deemed waived by the City unless such waiver is reduced to writing and signed by an agent of the City who has actual authority to give such a waiver. If such written waiver is given, it shall apply only to the specific case for which the waiver is given and shall not be construed as a general or absolute waiver of the term, condition or provision, which is the subject matter of the waiver.
- Section 2.** Where any provision of this Agreement requires that any notice or information be given by the Union to the City within specified time, such requirement will not be met unless the official of the City specified herein who has actual authority to receive such notice actually receives the notice or information within the time limit specified in this Agreement.

## ARTICLE XXIII

### ENTIRE AGREEMENT

- Section 1.** The City and the Union shall not be bound by any requirement which is not specifically stated in this Agreement. Specifically, but not exclusively, the City and the Union are not bound by any past practices of the City or the Union, or understandings with any labor organizations, unless such past practices or understandings are specifically stated in this Agreement.
- Section 2.** The Union and the City agree that this Agreement is intended to cover matters affecting wages, rates of pay, grievance procedure, working conditions and other terms and conditions of employment and similar or related subjects, and that during the term of this Agreement, neither the City nor the Union will be required to negotiate on any further matters affecting these or any other subjects not specifically set forth in this Agreement.
- Section 3.** Notwithstanding any other provisions of this Agreement to the contrary, in the event that any Article, or Subsection(s) thereof, of this Agreement shall be declared invalid by any court of competent jurisdiction, or by any applicable State or Federal law or regulation, or should a decision by any court of competent jurisdiction or any applicable State or Federal law or regulation diminish the benefits provided by this Agreement, or impose additional obligations on the City, the parties shall negotiate on the Article or Subsection(s) thereof affected. All other provisions of this Agreement not affected shall continue in full force and effect.

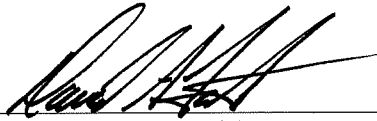
## **Article XXIV**

### **EFFECTIVE DATE, RATIFICATION AND TERMINATION**

- Section 1.** This Agreement shall be effective January 1, 2023 and shall continue to and include December 31, 2025.
- Section 2.** This Agreement is subject to ratification by the fire fighters of Denver Fire Fighters Local 858, IAFF, AFL-CIO, and the approval of an adopting ordinance by the City before the Union or the City is bound by the terms of this Agreement.

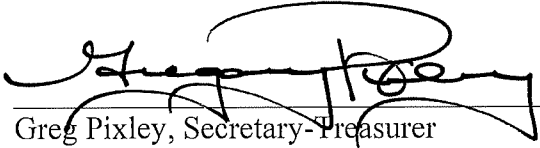
**DENVER FIRE FIGHTERS – LOCAL 858**

**CITY AND COUNTY OF DENVER**



David Foster, President

Michael B. Hancock, Mayor  
City and County of Denver



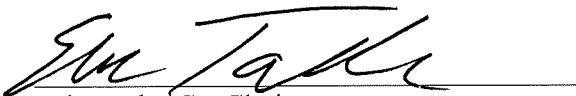
Greg Pixley, Secretary-Treasurer

**ATTEST:**



Aaron Abrams, Chair  
Bargaining Committee

Paul D. López, Clerk and Recorder



Eric Tade, Co-Chair  
Bargaining Committee

**REGISTERED AND COUNTERSIGNED:**

Brendan Hanlon, Chief Financial Officer

**APPROVED AS TO FORM:**

Kristin M. Bronson, City Attorney  
City and County of Denver

Timothy M. O'Brien, Auditor

**RECOMMENDED AND APPROVED:**

By: \_\_\_\_\_

Armando Saldate, Executive Director  
Department of Safety


**Contract Control Number:** SAFTY-202263373-00  
**Contractor Name:** Denver Firefighters Local 858

IN WITNESS WHEREOF, the parties have set their hands and affixed their seals at Denver, Colorado as of: 6/27/2022

**SEAL** DocuSigned by:  


**CITY AND COUNTY OF DENVER:**

**ATTEST:**

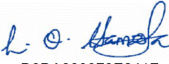
By: DocuSigned by:  
  
63CED49339814EC...  
Mayor  
Michael B. Hancock


DocuSigned by:  
  
E0F80F844070488...  
Deputy Clerk and Recorder  
Audrey Kline


**APPROVED AS TO FORM:**

**REGISTERED AND COUNTERSIGNED:**

Attorney for the City and County of Denver

By: DocuSigned by:  
  
D0DA009373E241F...  
Senior Transactional Attorney  
Olayinka L. Hamza

By: DocuSigned by:  
  
978CC37373F64C1...  
Chief Financial officer  
Brendan J Hanlon

By: DocuSigned by:  
  
0209594F0B7045D...  
Auditor  
Timothy M. O'Brien

# **Section B**

Denver Fire  
Department Directives



**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

<b>Topic No:</b>	<b>1000.00</b>
<b>Date:</b>	<b>05-19-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>05-19-2023</b>
<b>Replaces:</b>	<b>Same, dated 10-21-16</b>

**Topic: Written Communication**

**DEPARTMENT DOCUMENTS**

**1000 – Denver Fire Department Directives**

**2000 – Denver Fire Department Standard Operating Guidelines**

- **2100 Operations**
- **2500 Safety and Training**
- **2600 Airport**

**Department Memoranda**

**DIVISION DOCUMENTS**

**Division Memoranda**

**GENERAL CORRESPONDENCE**

**E-Mail: All general correspondence shall follow proper chain of command procedures**

**Form 1A – Internal Correspondence**

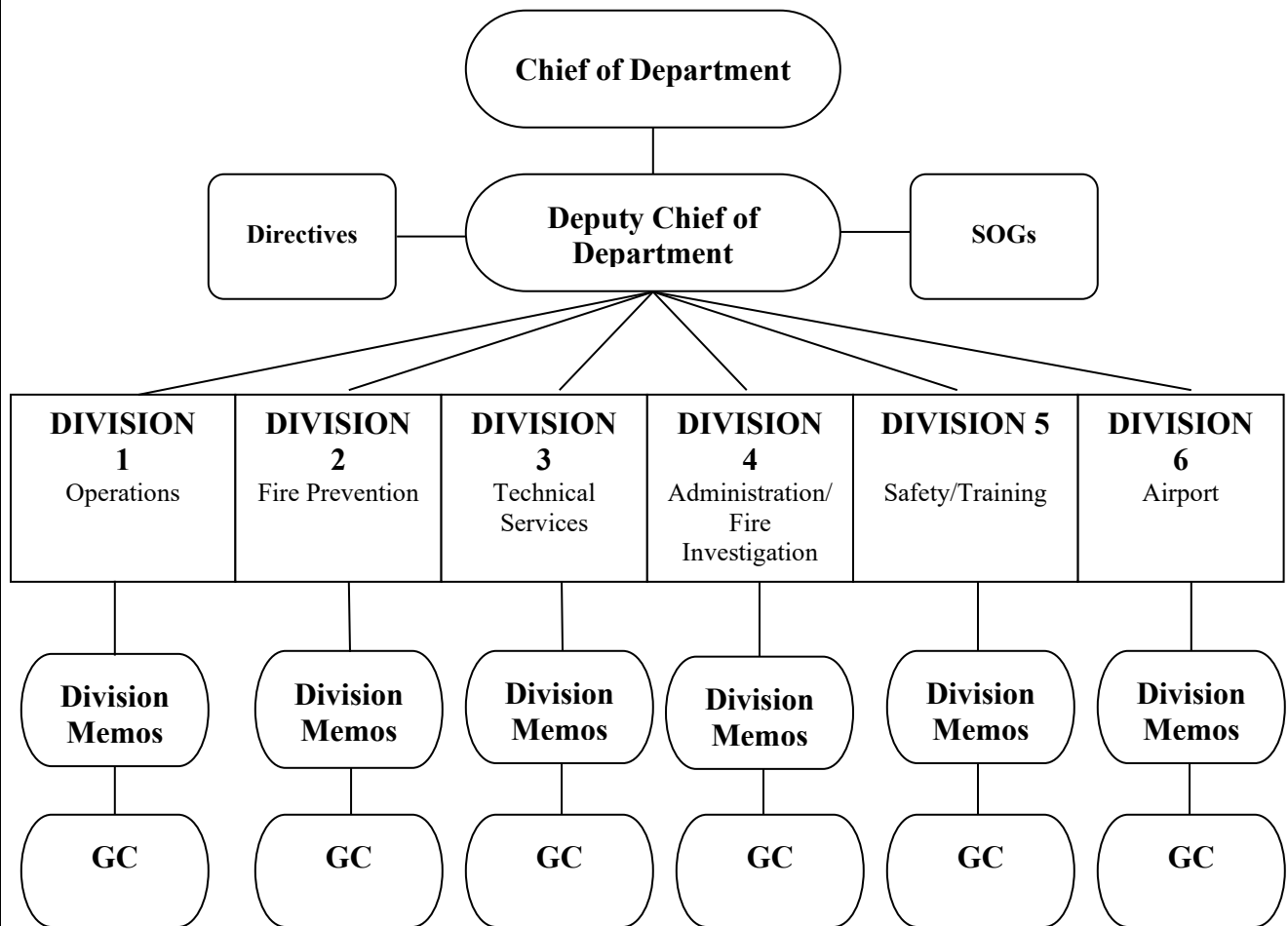
**Denver Fire Department Letterhead – External Correspondence**

DIRECTIVE

Topic No:	1000.00
Date:	05-19-2021
Approved:	JAV
Review Date:	05-19-2023
Replaces:	Same, dated 10-21-16

Topic: Written Communication

Department Documents – Flow Chart



\* GC (GENERAL CORRESPONDENCE)

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1000.00</b>
<b>Date:</b>	<b>05-19-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>05-19-2023</b>
<b>Replaces:</b>	<b>Same, dated 10-21-16</b>

**Topic: Written Communication**

**DEPARTMENT DOCUMENTS**

**Directive:** A statement of what to do that must be obeyed

Administrative in nature  
Established through the Fire Chief  
Applies to all members  
Permanent in nature  
Written in standard paragraph format to the extent possible

**Standard Operating Guideline (SOG):** A rule of principle that provides guidance to appropriate behavior

Established through the Fire Chief  
Applies to all members  
Permanent in nature  
Written in standard paragraph format to the extent possible

**Department Memorandum:** Brief written communication

Written by/through the Fire Chief  
Applies to all members  
May introduce revisions to a Directive or Standard Operating Guideline (SOG)  
Temporary in nature; does not change guidelines or directives  
Has a Department-specific Memorandum Control Number (MCN)

**DIVISION DOCUMENTS**

Division Memoranda shall not contradict or supersede a Department Directive or Standard Operating Guideline!

**Division Memorandum:** Brief written communication

Written by/through the Division Chief  
Applies to all members of the Division  
Temporary in nature; does not change guidelines or directives  
Has a Department-specific Memorandum Control Number (MCN)

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1000.00
Date:	05-19-2021
Approved:	JAV
Review Date:	05-19-2023
Replaces:	Same, dated 10-21-16

Topic: Written Communication

**GENERAL CORRESPONDENCE**

**Internal Correspondence (Form 1A):** General purpose document used primarily for communication within the Department

Written by ANY member

Can be addressed to any member through the Chain of Command

**External Correspondence (Letterhead):** General purpose document used primarily for communication outside the Department

Official in nature

Written by any member within their official capacity

**Email:** Department-business related

General purpose written communication used for communication within the Fire Department or outside the Department

**Memorandum Control Number (MCN):** Located in the upper left corner of memorandum

Abbreviations:

All Members – Fire Chief Memo	FCM
Division 1 – Operations	OPS
Division 2 – Fire Prevention	FP
Division 3 – Technical Services	TEC
Division 4 – Administration	ADM
Division 5 – Safety and Training	TRN
Division 6 – Airport	DEN

Example: FP-004-2016 (e.g., Fire Prevention Division memorandum; fourth (4<sup>th</sup>) document of 2016)

004 = Number of memoranda, in sequential order, starting over at 000 at the beginning of each year

2016 = Year released

**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

**Section:** WRITTEN COMMUNICATIONS  
**Topic:** Communication Responsibilities

<b>Topic No:</b>	<b>1001.00</b>
<b>Date:</b>	<b>05-19-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>05-19-2023</b>
<b>Replaces:</b>	<b>Same dated 4-30-2010</b>

**RESPONSIBILITIES**

**All Department personnel shall be responsible for:**

Familiarizing themselves with, maintaining a constant awareness of, and following all Department Directives and Standard Operating Guidelines

**All supervisory personnel shall be responsible for:**

Informing and educating their members regarding any new or revised written document(s)

Compliance by subordinate personnel with all Department Directives and Standard Operating Guidelines

**Division Chiefs are responsible for:**

Informing and educating their members

**Chief of Department is responsible for:**

Identifying, on an ongoing basis, the need to establish or modify a Department Directive, Standard Operating Guidelines (SOG), or memorandum

Ensuring that new or modified Department Directives, Standard Operating Guidelines (SOGs), and memoranda are prepared and distributed in a timely manner

Maintaining a current master file of all Department written communications in hard copy and/or electronic format as determined by the Chief or his/her designee

**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

**Section:** WRITTEN COMMUNICATIONS  
**Topic:** Non-Written Communication

<b>Topic No:</b>	<b>1002.00</b>
<b>Date:</b>	<b>April 30, 2010</b>
<b>Approved:</b>	<b>JAS</b>
<b>Review Date:</b>	<b>April 30, 2012</b>
<b>Replaces:</b>	<b>DOG 201.01 (01/01/00)</b>

**PURPOSE:** To identify means of communication other than radio communications, and to establish a consistent, professional protocol for their usage

**SCOPE:** Applies to all Denver Fire Department personnel

**I. RADIO**

**A. FCC Regulations:**

The FCC (Federal Communications Commission) has authority in regard to use and operations of the Denver Public Safety radio system. Sections 501 and 605 of the FCC Manual cover Fire Department operations.

FCC regulations prohibit the following:

1. Transmission of superfluous signals, messages, or communications of any kind.
2. Use of profane, indecent, or obscene language.
3. Causing unlawful or malicious interference with any radio communications.
4. Willfully damaging or permitting radio equipment to be damaged.
5. Interception and use or publishing the contents of any radio message without the written permission of the Fire Department.
6. Making unnecessary or unidentified transmissions.
7. Transmitting without first making sure the intended transmissions will not cause harmful interference.
8. Denying access to radio equipment or records to a properly identified representative of the FCC. Equipment and/or records must be made available for inspection at any reasonable hour.
9. Transmitting a call signal, letter, or numeral which has not been officially assigned.

**B. Radio Transmissions**

Fire Department radio transmissions are monitored by many other agencies. The press, radio, TV, and private citizens are often interested in our activities. It is important to maintain professionalism at all times when using the Denver Fire Department radio. Use plain English in a clear, calm voice. Short, concise messages are most easily understood. The use of radio codes is not necessary, with the exception of Codes 9, 10, 96, 97, 98, 99, and 100:

DENVER FIRE DEPARTMENT

DIRECTIVE

Section: WRITTEN COMMUNICATIONS  
Topic: Non-Written Communication

Topic No:	1002.00
Date:	April 30, 2010
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Review Date:	April 30, 2012
Replaces:	DOG 201.01 (01/01/00)

1. Code 9: Non-emergency movement. No use of emergency warning equipment.
2. Code 10: Emergency movement. Use of all installed emergency warning equipment.
3. Code 96: A police officer is needed at your location. The Dispatcher will request a police response as soon as possible. Please give the Dispatcher the nature of the problem. The police will ask for that information. This code could be used during an EMS call where a patient is giving you trouble, is very unruly, or in any way poses a threat to someone.
4. Code 97: Unruly crowd. Small, localized situation, demonstration, or sit-in. Possibly hostile crowd. The Dispatcher will notify the Duty Officer and Police Department when necessary. The Duty Officer should notify the Chief of Department, Operations Chief, and District Chief as necessary.
5. Code 98: The number of people involved in a Code 97 is increasing. Hostile or violent acts occurring. Dispatcher will:
  - a. Alert all Stations and units on the air.
  - b. Put the Hold Order in effect.
  - c. Keep the Duty Officer informed.
  - d. Monitor the police tactical channel being used for the incident.
6. Code 99: Major disturbance, either imminent or in progress and affecting large or multiple portions of the city. The Incident Command System will be implemented. All procedures in Codes 97 and 98 have been implemented.
7. Code 100: An individual company or member is calling for emergency assistance.

C. Radio Messages

A two-way message initiated by the Dispatcher consists of five parts:

1. Contact: Initiates the conversation: “Dispatcher to Engine 28.”

DENVER FIRE DEPARTMENT

DIRECTIVE

Section: WRITTEN COMMUNICATIONS  
Topic: Non-Written Communication

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Replaces:	DOG 201.01 (01/01/00)

2. Response: The response completes the contact and authorizes the sender to proceed with the message: *“Engine 28, Quincy and Sheridan, standing by.”*
3. Text: The text of message is the information being conveyed: *“Engine 28, respond to a car fire at Quincy and Stuart.”*
4. Confirmation: The confirmation is the receiving unit’s way of saying that the message has been received and understood: *“Engine 28, message received, responding to a car fire at Quincy and Stuart.”*
5. Close: The Dispatcher will close all messages with the time of day that indicates the Dispatcher is ready for additional radio traffic.

Message Types:

1. Urgent:

Requires immediate acknowledgement and response. (Activating the **emergency button** on your radio will also alert the Dispatcher that you are in trouble or have Urgent traffic.)

Urgent messages are initiated by transmitting the unit ID and the word “Urgent.” The Dispatcher will acknowledge the transmission and clear all other radio traffic for the emergency message if necessary. Example: *“Engine 28, Urgent! We have witnessed a serious accident at Quincy and Sheridan. We will need Denver Health and a truck to respond to this location. Cover for us at Quincy and Stuart.”*

Examples of Urgent messages that should be made immediately:

- a. Reporting fires or stills
- b. Transmissions of task force assignments and greater alarms of fire
- c. Requests for ambulance, police, or other resources
- d. Accidents involving Denver Fire Department vehicles
- e. Mechanical breakdowns en-route to alarms
- f. “Code Red” utility calls
- g. Firefighters or civilians trapped or in need of immediate assistance



DENVER FIRE DEPARTMENT

DIRECTIVE

Section: WRITTEN COMMUNICATIONS  
Topic: Non-Written Communication

Topic No:	1002.00
Date:	April 30, 2010
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Replaces:	DOG 201.01 (01/01/00)

2. Routine

No emergency. Transmitted as soon as time and radio traffic permit:

- a. Units reporting in service, in quarters, etc.
- b. Requests for utilities and other public agencies
- c. Arrival/size-up reports
- d. Requests for information
- e. Routine tests and messages

Pertinent information that would affect apparatus “on the air” shall be relayed as soon as possible. This includes street and alley closings, hydrants in or out of service, and apparatus out of service or out of position. The Dispatcher must use discretion in determining the immediacy of any message.

II. VOCALARM

The VocAlarm is the primary method of communicating with the firehouses. VocAlarm messages are acknowledged manually in the stations. The acknowledgement is displayed on the Dispatcher’s VocAlarm screen.

A. Dispatched Calls

Companies selected to respond to an alarm will be given a brief description of the incident and then will receive an oscillating tone signal (long ring). After the station(s) have acknowledged the tone, the Dispatcher will give a complete description of the response, including type of alarm, units responding, map page, address, building and/or apartment identification, cross street, units responding from on the air or from locations other than their normal response area, and any other information that might be helpful to the responding companies. The complete message will be repeated three times. The dispatching sequence will conclude with the time.

At the Dispatcher’s discretion, units assigned to an incident that will be responding from on the air may be contacted either before or after those responding from their stations.

At the conclusion of the VocAlarm dispatch, the Dispatcher will broadcast the same information at least twice on the radio. The Dispatcher should leave about a

DENVER FIRE DEPARTMENT

DIRECTIVE

Section: WRITTEN COMMUNICATIONS  
Topic: Non-Written Communication

Topic No:	1002.00
Date:	April 30, 2010
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Replaces:	DOG 201.01 (01/01/00)

one-minute interval between broadcasts. Radio transmissions conclude with the time of day.

B. VocAlarm Messages

Messages to fire station on the VocAlarm are generally limited to the following:

1. Hold Order in effect or lifted
2. Streets, alleys, and hydrants in or out of service
3. Conditions, including weather, that may affect response
4. Messages of general interest

**III. BUSINESS/ADMINISTRATIVE AND OTHER STATION TELEPHONES**

The City of Denver business phone system can be used as a backup method of dispatching in the event of failure of all other means of communications.

- A. Answer promptly.
- B. Identify yourself: For example: *"Fire Station 16, Smith speaking."*
- C. Take information, be prepared to take notes; you may receive a fire response or other Urgent message.
- D. If the caller asks for someone else, stay on the line until that person answers.

**IV. FACE-TO-FACE COMMUNICATION**

This may provide a good alternative to the radio when communicating sensitive information.

**V. PAGE TAP**

Page tap data is sent to the station receiver/printer as soon as companies are committed to an incident in CAD and will usually precede VocAlarm notification.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.00
Date:	02-10-2022
Approved:	RM
Review Date:	02-10-2024
Replaces:	Same, dated 08-09-21

Topic: Overtime Procedures  
Operations Division

**OVERVIEW**

It is the intent of the Denver Fire Department that overtime opportunities are offered in a fair and consistent manner to all eligible DFD members to the greatest extent possible. Consideration must be given to meeting the needs of the Department in terms of daily operations, rank structure, and the staffing of specialty companies while continuing to respect the terms of the current collective bargaining agreement.

**I. Overtime Hiring Steps Defined in Order of Occurrence/Provisions**

**Advance Availability** – The process of an employee entering in TeleStaff their desire and availability to work overtime prior to the time that vacancies occur. Employees may change their availability status as they wish. Employees may not enter Advance Availability more than 30 days in advance.

**Advance Hiring (Pre-Hire Overtime)** – Hiring that takes place for known/scheduled vacancies up until 2200 hours the night before the shift, based on the needs of the Department and the employee’s Advance Availability as entered in TeleStaff. Lead time for Advance Hiring depends on the overall staffing needs of the Department. TeleStaff may begin calling to fill these vacancies 21 days in advance of their occurrence.

**Short Notice Overtime (Day-Of Overtime)** – Hiring that takes place between the hours of 0600 - 0930 on the day of the shift. TeleStaff will be directed to begin calling as soon as possible. Hours will be charged if the member is signed up available and contacted by TeleStaff, the District Chief, or the Shift Commander, but turns down the opportunity.

**Text for Hire** – Text for Hire will be utilized when the normal hiring processes have failed to fill a vacancy and/or many members need to be contacted to fill a vacancy. The Text for Hire will be sent out to all members of the identified rank needing staffed. This opportunity will be offered on a “first come, first serve” basis to whomever contacts the Shift Commander willing to work the opportunity. This hiring practice may run concurrently with the Urgent Hire/Late Night Hire method. Text for Hire groups have been established at DEN and for Support positions in the event Mandatory Overtime is imminent.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.00
Date:	02-10-2022
Approved:	<i>RM</i>
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Topic: Overtime Procedures  
Operations Division

**Urgent Hire/Late Night Hire** – Urgent Hire is hiring that takes place after the normal hiring processes have failed to fill a vacancy or in the event an unscheduled vacancy occurs after 0930 hours. Late Night Hire is hiring that takes place between the hours of 2201 – 0600 of the current shift. In the case of both procedures, the goal is to fill the position as quickly as possible. The opportunity for overtime will be offered by position vacated in the following manner:

- Firehouse of the affected apparatus, starting with the member with the most overtime hours.
- District of the affected apparatus, starting with the member with the most overtime hours.
- City-wide, starting with the member with the most overtime hours.

Refusals and no contacts will **not** be logged into members' overtime buckets. In the event a member of the affected apparatus is scheduled to work the next day and can work the overtime to cover the vacancy, that person may be hired without using the normal outbound process. Any overtime hours worked will be counted in the appropriate overtime bucket.

**Mandatory Hold Over** – Hiring that will be utilized while an opportunity is being filled. Probationary members will be held over beginning with those assigned to the firehouse that are being relieved from the previous shift, then assigned to the affected District, and finally city-wide based on seniority. In the event the position cannot be filled, the probationary firefighter that was held over may be offered the opportunity to work the full 24-hour shift at their discretion. This Mandatory Hold Over shall be for a period no longer than six (6) hours.

**Mandatory Overtime** – Mandatory Overtime is not the same as Mandatory Hold Over as stated above, it is a mechanism utilized after all other means of attempting to fill a vacancy in Operations on a fire apparatus have been exhausted, including:

- All members signed up available to work overtime will be utilized prior to the activation of Mandatory Overtime.
- Identification and contact of Wildland team members who are signed up available to deploy.
- Text for Hire of all Operations Division members that Mandatory Overtime is imminent and 72-hour work shifts will be allowed.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.00
Date:	02-10-2022
Approved:	RM
Review Date:	02-10-2024
Replaces:	Same, dated 08-09-21

Topic: Overtime Procedures  
Operations Division

- VocAlarm announcement to the members on shift declaring that a Mandatory Overtime environment is imminent, asking for members to sign up available.
- Probationary Firefighters are not subject to Mandatory Overtime but are able to work an overtime shift at their discretion when Mandatory Overtime is imminent.
- Chief Officers will be utilized in their rank only.

II. Mandatory Overtime Hiring Procedure

Contacting members for Mandatory Overtime may start as early as 0600, day of, and could be assigned during the member's designated straight pay (**Straight Pay - SP**) work shift if staffing levels fall negative on the current work shift. A member may be called if staffing levels decrease at any time, during the current work shift, or in the 24-hour period following their regularly assigned straight pay shift to work Mandatory Overtime. Members contacted after 1200 (noon) the day following a Straight Pay work shift will not be penalized for failing to accept Mandatory Overtime. Members who physically worked a straight pay work shift the shift prior to the Mandatory Overtime are eligible to be called for Mandatory Overtime. Members on shift working any pay code other than Straight Pay (SP) will not be subject to Mandatory Overtime. Members on KD, VAC, TW, NLOD, LOD, FUN, or OT will not be considered for Mandatory Overtime – only members physically working under the Straight Pay (SP) code in TeleStaff. If a member was assigned a short (less than 24 hours) Admin Leave on their straight pay shift, they will still be eligible for Mandatory Overtime. Members will not be **required** to accept mandatory overtime if they have worked the past 48 hours in a firehouse environment. Members who have a Special Detail assignment on the day of mandatory hiring will not be eligible for Mandatory Overtime.

- A. The Shift Commander shall contact members selected for Mandatory Overtime in person via phone or face-to-face.
- B. When mandatory hiring is initiated, the least senior member will be hired first, according to the process outlined below.
- C. Mandatory hiring will be conducted to achieve “Even, Even” staffing levels according to the following guidelines.
  - i. A maximum of one (1) acting District Chief will be allowed.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.00
Date:	02-10-2022
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Review Date:	02-10-2024
Replaces:	Same, dated 08-09-21

Topic: Overtime Procedures  
Operations Division

- ii. Officers will be hired until all Officer vacancies are filled with Lieutenants hired first until the mandatory list of Lieutenants is exhausted, then Captains will be mandatorily hired.
  - iii. Firefighters and Engineers will be hired based on a 2:1 ratio of Firefighters to Engineers, until a maximum of ten (10) Engineer vacancies are achieved. Then the hiring ratio will adjust to 3:1 unless mandatory lists are exhausted at either rank.
- D. Mandatory Overtime hours will be logged into the member's Mandatory Overtime bucket and will not be tracked as part of a member's regular full-shift overtime bucket.
- E. Mandatory Overtime bucket hours do not reset each year in October. They will continue to accrue over time.
- F. Members selected for Mandatory Overtime must work the full 24-hour shift for the opportunity to count as having fulfilled the requirement for the current round unless the original mandatory shift hired was for less than 24 hours. Special circumstances may be considered on a case-by-case basis by the Division Chief of Operations or their designee.
- G. If a member needs to be sent home due to plus staffing, the member hired last for Mandatory Overtime at their respective rank will be sent home. The member sent home will have their Mandatory Overtime commitment fulfilled for that round.
- H. NLOD may not be used as a mechanism to fulfill a Mandatory Overtime assignment or requirement.
- I. Members will not be hired for Mandatory Overtime on the Med Unit(s).

**Advance Hiring of Mandatory Overtime**

The Mandatory Overtime Picklist is visible on the Tote Board and shows the members who are first-up to be hired at each rank. Once it has been determined that Mandatory Overtime hiring is imminent and the VocAlarm announcement and appropriate text for hire notifications have been made, members may declare their desire to work according to the following guidelines:

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.00
Date:	02-10-2022
Approved:	RM
Review Date:	02-10-2024
Replaces:	Same, dated 08-09-21

Topic: Overtime Procedures  
Operations Division

- A. Any member visible on the Mandatory Picklist that is in the top 5 positions at their specific rank may contact the Shift Commander to communicate their desire to volunteer to be hired for a mandatory vacancy on a first-come, first-serve basis.
- B. The Shift Commander will verify their position on the list and hire them to fill the Mandatory Overtime position subject to the first right of refusal for members positioned before them on the Mandatory Overtime Picklist.
- C. The member will have their Mandatory Overtime commitment fulfilled for the round just as if they had been hired in order from the mandatory picklist.

**Designated Mandatory Cover Person**

A list of members who are at the top of the roster for Mandatory Overtime will be accessible every day on the Tote Board, giving members the ability to plan for the possibility of being selected for Mandatory Overtime or reach out to one of their “designated mandatory cover persons” to work the Mandatory Overtime shift in their place. A “designated mandatory cover person” is a member(s) who is willing to work the Mandatory Overtime shift in place of the member being selected to work because they are next up on the Mandatory Overtime roster. Having a member who is willing to work Mandatory Overtime in another member’s place will be important as no member will want to incur penalties for refusing the mandatory opportunity.

- A. The member who has their designated mandatory cover person work the mandatory shift for them will have their mandatory shift commitment fulfilled for the current round.
- B. The cover firefighter will receive the overtime pay for the hours worked.
- C. It is the member’s responsibility to track the cover hours worked for each other as the Department will not be tracking this data.
- D. Cover shall be rank for rank with the following exceptions.
  - i. Captains and Lieutenants may cover each other.
  - ii. Engineers and Firefighters may cover each other.

## DIRECTIVE

<b>Topic No:</b>	<b>1003.00</b>
<b>Date:</b>	<b>02-10-2022</b>
<b>Approved:</b>	<b><i>RM</i></b>
<b>Review Date:</b>	<b>02-10-2024</b>
<b>Replaces:</b>	<b>Same, dated 08-09-21</b>

**Topic: Overtime Procedures  
Operations Division**

### Mandatory Overtime Provisions

#### A. 72-Hour Provision

Members may *only* work 72-hours in Operations if the Division is entering a Mandatory Overtime hiring environment. When Mandatory Overtime is imminent, members job-wide will receive a text from the Shift Commanders indicating so and can then call their District Chief or Shift Commander indicating a willingness to work a 72-hour shift. Working a 72-hour shift is not allowed under normal work shift environments that are free of Mandatory Overtime and are otherwise at the discretion of the Division Chief of Operations. Shift Commanders will assess the workload placed on the member in the 48 hours preceding the 3<sup>rd</sup> work shift and may relocate the member to a different company to work the shift, even if the shift hired is at the member's assigned fire station.

#### B. Vacation/Kelly Day Provision

If a member is working a straight pay shift and their next shift is either a Vacation Day or a Kelly Day, they will not be required to work Mandatory Overtime. Members who are about to go on authorized Vacation Leave or a Kelly Day will be ineligible for Mandatory Overtime *unless they are willing* to work and fulfill the Mandatory Overtime requirement. A member in the above scenario *can* work the Mandatory Overtime shift and fulfill the Mandatory Overtime requirement which will move them to the bottom of the Mandatory hiring list. A member who refuses to work the Mandatory Overtime shift in the above situation will not incur any penalties.

#### C. Mandatory Sign Up List Provision

- i. There will be an opportunity for members to **sign up** for days they are willing to work and satisfy their Mandatory Overtime requirement. There will be two Mandatory Overtime tracking lists:
  - ***Mandatory Overtime List:*** This list is a mandatory list that is based on seniority, separated by rank, and previous mandatory hours worked. It is used when mandatory hiring is in play. This list is generated by TeleStaff according to the rules set forth in the mandatory hiring portion of the Overtime Directive.



DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1003.00</b>
<b>Date:</b>	<b>02-10-2022</b>
<b>Approved:</b>	<b>RM</b>
<b>Review Date:</b>	<b>02-10-2024</b>
<b>Replaces:</b>	<b>Same, dated 08-09-21</b>

**Topic: Overtime Procedures  
Operations Division**

- ***Mandatory Sign Up List:*** This list is used so members can sign up for shifts that are convenient for their day off schedule. The Mandatory Sign Up List utilizes the following rules:
  - Members can sign up for the days they are available to work **ninety (90) days** in advance including over their Kelly Day or Vacation Leave.
  - Members can sign up for a maximum of fifteen (15) days in a ninety-day period.
  - Members utilizing the Mandatory Sign Up List must sign up available for a minimum of five (5) days per month. Three of the five days selected shall be a Friday, Saturday, or Sunday selection.
  - The Mandatory Sign Up List will lock down at thirty (30) days out from the current date and will include the member’s selections made during that period. Any days designated within the thirty-day window of mandatory hiring will not be allowed to be removed by the member.
  - Members will be selected from the Mandatory Sign Up List in the order that they signed up, making it advantageous to sign up for this opportunity as far in advance as possible.
  - If a member signs up on the Mandatory Sign Up List and gets hired for a Mandatory Overtime shift, all the selections they made on the Mandatory Sign Up List will be erased and they will need to repick if they wish.
  - Members accepting and working a shift that was selected from the Mandatory Sign Up List will have their Mandatory Overtime requirement fulfilled and will move to the bottom of the Mandatory Overtime List.

ii. The Mandatory Sign Up List will be used in conjunction with the Mandatory Overtime List. When Mandatory Overtime is imminent, the Shift Commanders will utilize and hire members from the Mandatory Sign Up List. Being hired from the Mandatory Sign Up List will fulfill a member’s Mandatory Overtime requirement and will move them to the bottom of the Mandatory Overtime List. Members can utilize a “designated mandatory cover person” if they are on the Mandatory Sign Up List. Members unable to work or get their shift covered if signed up on the Mandatory Sign Up List will incur the penalties as outlined in this

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.00
Date:	02-10-2022
Approved:	RM
Review Date:	02-10-2024
Replaces:	Same, dated 08-09-21

Topic: Overtime Procedures  
Operations Division

directive. Members will be hired from the Mandatory Sign Up List prior to members being hired from the Mandatory Overtime List. If there are no members on the Mandatory Sign Up List, hiring for Mandatory Overtime will be done from the Mandatory Overtime List.

D. **Double Normal Overtime Provision**

If a member works two (2) **normal** overtime shifts within a 7-day period, they will be exempt from being subject to Mandatory Overtime hiring for the next 14-day period immediately following the second normal overtime shift worked.

- This provision applies to 24-hour overtime shifts only.
- Members may still be hired from the *Mandatory Sign Up List*, if they have designated days that fall within the 14-day period following their second normal overtime shift.
- If a Mandatory Sign Up shift is available after working two (2) shifts of normal overtime and would result in working 72 hours in a row, the member will be exempt from any penalties for refusing to work the mandatory shift.

E. **Mandatory Overtime Manipulation**

- i. **Trades** – Members may not enter a trade into TeleStaff for another member and then remove the trade after mandatory hiring to prevent a member from being subject to mandatory hiring. Short term trades, or trades that are entered and then removed after mandatory hiring is completed may subject both members to disciplinary action according to the Discipline Matrix, under provisions for departing from the truth.
- ii. **NLOD** – Members may not enter themselves as NLOD to prevent them from being hired for Mandatory overtime. This may present as a short term NLOD entry that is entered and then later removed after mandatory hiring is completed. Such entries may subject the member to disciplinary action according to the Discipline Matrix, under provisions for departing from the truth.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.00
Date:	02-10-2022
Approved:	RM
Review Date:	02-10-2024
Replaces:	Same, dated 08-09-21

Topic: Overtime Procedures  
Operations Division

**Penalties for Not Accepting Mandatory Overtime**

Since Mandatory Overtime is compulsory, penalties will be assessed for refusing to work a Mandatory Overtime shift as follows:

- A. **1<sup>st</sup> Refusal** – Ninety-six (96) hours will be added to the member’s full-shift overtime bucket, and the member will participate in a coaching and counseling session with their Officer. The session will be documented along with any mitigating circumstances the member has brought forth in the form of an email to the Division Chief of Operations, through the Chain of Command.
- B. **2<sup>nd</sup> Refusal** – An additional ninety-six (96) hours will be added to the member’s full-shift overtime bucket and a Verbal Reprimand will be issued by the member’s Officer or Chief Officer in the case of an Officer refusal.
- C. **3<sup>rd</sup> Refusal** – An additional ninety-six (96) hours will be added to the member’s full-shift overtime bucket and a Written Reprimand will be issued by the member’s District Chief.
- D. **4<sup>th</sup> Refusal** – An additional ninety-six (96) hours will be added to the member’s full-shift overtime bucket for refusal of Mandatory Overtime. **Per the Discipline Matrix, a member’s previous discipline may affect the discipline they receive for the failure to accept Mandatory Overtime.**

Hours that are charged to a member’s full-shift bucket for refusal of Mandatory Overtime shall remain in the member’s full-shift overtime bucket for a **calendar year from the date they were charged**, regardless of the annual resetting of hours.

Example: If a member refuses to accept a mandatory overtime assignment in September, 96 hours will be added to their full-shift bucket. When overtime hours are reset as part of the annual process in October, the member will still have 96 hours in their full-shift overtime bucket that will be carried on the books until September of the following year.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1003.00</b>
<b>Date:</b>	<b>02-10-2022</b>
<b>Approved:</b>	<b>RM</b>
<b>Review Date:</b>	<b>02-10-2024</b>
<b>Replaces:</b>	<b>Same, dated 08-09-21</b>

**Topic: Overtime Procedures  
Operations Division**

**III. Recall**

Such a condition is reserved as a right of management and is further authorized by the *Fire Fighters Agreement (Contract)* in *Article VIII – “CALL BACK COMPENSATION, FIRE FIGHTER OBLIGATION, AND OVERTIME.”* If, in the sole opinion of the Fire Chief or their designee, it is necessary to call firefighters back to work during their normal time off, such recalled firefighters must report for duty. Failure to report for duty, if personally contacted, shall subject such firefighter to disciplinary action pursuant to the Charter of the City unless reporting is excused by the Chief or their immediate designee. In the case of a refusal, inability to work, or failure to report for duty, if personally contacted, the applicable hours will be logged into the member’s overtime bucket and may subject such member to disciplinary action as determined by the Chief or their immediate designee.

Employees may be recalled as deemed necessary by the Chief or their immediate designee, based on their normal work location, by their operational capability, or by the proximity to the need for additional staffing, etc. An effort will be made to staff recall apparatus with the appropriate number and rank of firefighters.

<b>Type of Overtime</b>	<b>Time</b>	<b>Penalty</b>
Advanced Hiring	Up until 2200 hours day before shift	No
Short Notice Hiring	0600-0930 day of shift	Yes
Urgent Hire/Text for Hire	0931-2200 during shift or after the normal hiring process fails to fill a vacancy	No
Recall	Anytime	Yes, if personally contacted
Late Night Hire	2201-0600	No

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.00
Date:	02-10-2022
Approved:	RM
Review Date:	02-10-2024
Replaces:	Same, dated 08-09-21

Topic: Overtime Procedures  
Operations Division

**OTHER DEFINITIONS**

**Free Overtime** – An incentive to our members in which no overtime hours are charged to a member’s full overtime bucket for hours worked during a full or partial overtime shift. Free Overtime will continue to be used as an enhanced measure to entice members to sign up available for overtime. This tool has been very successful and will continue to be applied to all overtime taken on Saturdays, whether a full or partial shift. Free Overtime will also continue to be used in the future in either large time blocks, such as during the summer months during the Wildland season, or randomly during periods of challenging hiring.

**Full Overtime** –

Operations and Dispatch: Assigned work environment is 48 hours per week.

- Any overtime 12 hours or more counts as a full shift of overtime.
- Overtime of less than 12 hours counts as a partial shift.
- All Full Shift Overtime hours worked in Operations will accrue to the member on an annual basis and will be reset every year to zero on October 1<sup>st</sup>.

Support Positions (*excluding* Fire Investigations): Assigned work environment is 40 hours per week (working either an 8 or 10-hour day).

- Any overtime 4 or 5 hours or more counts as a full shift of overtime, depending on the length of the shift.
- Overtime of less than 4 or 5 hours counts as a partial shift, depending on the length of the shift.

Fire Investigations: Assigned work environment is 40 hours per week / 12 hours per shift.

- Any overtime 6 hours or more counts as a full shift of overtime.
- Overtime of less than 6 hours counts as a partial shift.

**Normal Assignment** – This is the employee’s regular Department assignment. The job and/or duty performed must be part of the job description for the member’s permanently assigned position. USAR, Wildland, Adjunct Instructor (unless assigned to Training), or other administrative assignments are not considered part of a member’s normal assignment.

**Normal Overtime** – Overtime assigned under normal circumstances. The employee will be performing duties related to their permanent assignment or as approved according to the needs of the Department.

**Overtime** – Overtime shall include any extension of shift, extra duty, or recall period when an employee is entitled to extra pay for the time worked.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.00
Date:	02-10-2022
Approved:	RM
Review Date:	02-10-2024
Replaces:	Same, dated 08-09-21

Topic: Overtime Procedures  
Operations Division

**Overtime Environment** – The normal work hours for the job being performed on overtime. The overtime environment for:

- Operations (suppression), DEN Operations, and Dispatch is 48 hours per week / 24 hours per shift.
- Fire Investigation is 40 hours per week / 12 hours per shift.
- DFD support positions are 40 hours per week / 8 or 10 hours per shift.
- Members may work 72 hours at the discretion of the Fire Chief, their designee, based on Operational needs of the Department.

*Dispatch employees are not eligible for OT in Operations.*

**Partial Overtime** – Any overtime that is less than 50% of the hours worked within the overtime environment. For example, a Partial Overtime in Operations (suppression) is an overtime of less than twelve (12) hours.

- Partial Overtime hours worked will accrue in the same manner as Full Shift Overtime hours. The total Partial Overtime hours accrued in the member's partial overtime bucket shall determine the employee's position regarding Partial Overtime eligibility.
- Partial Overtime will be hired using the same procedure as all other overtime situations.
- All Partial Overtime hours worked in Operations will accrue to the member on an annual basis and will be reset every year to zero on October 1<sup>st</sup>.

**Special Overtime** – Overtime worked by an employee that is outside the normal job, and/ or duties performed at the member's current assigned position. Examples of some of these duties are: USAR, Wildland, Adjunct Instructor (not assigned to Training), Detail, or other administrative assignments. This category of overtime will **not** accrue in the employee's normal overtime bucket.

**Shift Commander** – Commander in Suppression, appointed by the Chief of the Department with the delegated authority of maintaining staffing levels in the Operations Division.

**TeleStaff Coordinator** – A Command Officer (Captain or above) assigned to the Administration Division who is appointed by the Division Chief to be responsible for oversight of TeleStaff utilization and functions.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1003.00</b>
<b>Date:</b>	<b>02-10-2022</b>
<b>Approved:</b>	<b><i>RM</i></b>
<b>Review Date:</b>	<b>02-10-2024</b>
<b>Replaces:</b>	<b>Same, dated 08-09-21</b>

**Topic: Overtime Procedures  
Operations Division**

**Charged Opportunity** – When a no-contact or refusal is logged into TeleStaff during Short Notice Hiring, Mandatory Assignment, or Recall, the hours for that overtime opportunity will be added to the member’s overtime bucket. During Short Notice Hiring, a skipped opportunity will be logged as a refusal if another member accepts the opportunity.

**Overtime Bucket** – A location within TeleStaff where the number of overtime hours is recorded. The overtime hours will be recorded as a full shift, partial shift, or mandatory shift.

**IV. Oversight**

Oversight of this Overtime Procedures Directive will be provided by the on-duty Shift Commander and the TeleStaff Coordinator, who will be assigned to the Administration Division. Members who have concerns relating to overtime staffing should take the following steps:

- A. Discuss their concerns with their District Chief who will in turn discuss the issue with the on-duty Shift Commander to validate if any deviance from the normal procedure has occurred. Staffing adjustments/corrections may be made at this time by the on-duty Shift Commander.
- B. If a member is not satisfied with the Shift Commander’s explanation, they may complete a downloadable TeleStaff inquiry form (from the Department website) and forward it to the TeleStaff Coordinator in Administration.
- C. Members shall receive a written response from the TeleStaff Coordinator. Inquiries concerning TeleStaff technical issues can be referred directly to the TeleStaff Coordinator through the proper Chain of Command. The Shift Commander will monitor overtime; District Chiefs will manage staffing within their Districts.
- D. This Directive will be reviewed every six months or as necessary. After review, the Directive may be updated.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.00
Date:	02-10-2022
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Review Date:	02-10-2024
Replaces:	Same, dated 08-09-21

Topic: Overtime Procedures  
Operations Division

V. Direction of Overtime

- A. TeleStaff will contact members, as directed by the Shift Commander, detailed in the type of overtime that is being initiated, i.e., Advance Hire, Short Notice, etc. The on-duty Shift Commander, Administrative District Chief, or designee will have discretion for placement of employees accepting overtime assignments. The operational needs of the Denver Fire Department will take precedence over all requests for accommodation from the members that have been hired, with the understanding that an effort will be made to facilitate requests made by members to return to their permanently assigned apparatus and/or firehouse.
- i. Overtime opportunities should be offered to members assigned to the Division where the vacancy was created. The Division Chief can amend this according to the needs of the Division.
  - ii. Engineers will be hired city-wide. Certification to drive different apparatus will be ongoing, and Engineers and Officers will be held accountable to ensure that safe driving practices are adhered to. Ongoing training for the different job functions for all assignments shall also take place.
  - iii. Those who have entered their Advance Availability in TeleStaff will be hired based on the number of hours previously worked – least number of hours to most. Where employee hours are equal, TeleStaff will contact the senior employee first unless Mandatory Overtime hiring has been initiated, in which case, the least senior member will be contacted.
  - iv. If no one meeting the criteria above accepts the overtime, TeleStaff will then be directed to contact members via the Urgent Hire Ops list and/or utilize Text for Hire. This will take place after Advance Hiring and Short Notice Hiring have failed to produce a member to fill a vacancy.
  - v. On Day-Of Short Notice hiring, the Shift Commander or their designee, may begin out bounding vacancies as early as 0600 and will attempt to have all vacancies out bounded by 0700. For vacancies discovered after the conference call, the assigned Shift Commander or designee should outbound as soon as possible.



DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1003.00</b>
<b>Date:</b>	<b>02-10-2022</b>
<b>Approved:</b>	<b><i>RM</i></b>
<b>Review Date:</b>	<b>02-10-2024</b>
<b>Replaces:</b>	<b>Same, dated 08-09-21</b>

**Topic: Overtime Procedures  
Operations Division**

- vi. Opportunities for overtime should be out bounded starting with the vacancy with the most hours to the least. This gives members the opportunity to accept a full shift of overtime rather than accepting a partial shift.
- vii. The Operations Division will hire members for overtime to bring staffing levels to “even, even” (for example, if the daily staffing levels indicate - 5, -2, the Shift Commander will hire 2 Officers/Chiefs and 3 Firefighters/Engineers). Members will be hired based upon the vacancy and least number of hours worked.
- viii. In the event of Short Notice Hiring, Shift Commanders will be eligible for overtime in the normal pool of hiring with Assistant Chiefs.

As a general guideline, Shift Commanders will consider the need to hire members outside of the “least number of hours” when staffing levels indicate that either more than one (1) Acting Assistant Chief, twelve (12) Acting Officers or ten (10) Acting Engineers occurs. The Shift Commander will assess each situation separately and determine if an operational need to hire outside of the normal process is warranted.

- B. Probationary employees are not eligible to work Normal Overtime but are subject to/will be paid for Emergency Recall and Mandatory Hold Over. When employees reach the end of their probationary period, they will be placed in the overtime rotation at a level equal to those employees with the average number of hours on the Full Overtime list and equal to those employees with the average number of hours on the Partial Overtime list; current as of 0001 hours on the date following the expiration of the probationary period.
- C. The event that caused an overtime vacancy shall be entered in TeleStaff as accurately as possible, (i.e., staffing shortage, Wildland deployment coverage, administrative assignment coverage, etc.) TeleStaff will be directed to fill the appropriate opening. The Shift Commander and TeleStaff Coordinator will monitor and edit the causes of the overtime.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1003.00</b>
<b>Date:</b>	<b>02-10-2022</b>
<b>Approved:</b>	<i>RM</i>
<b>Review Date:</b>	<b>02-10-2024</b>
<b>Replaces:</b>	<b>Same, dated 08-09-21</b>

**Topic: Overtime Procedures  
Operations Division**

- D. To ensure consistency when an overtime vacancy is filled, the following procedures shall be adhered to:
- i. Hiring for overtime and/or change of assignment may necessitate deviation from “normal” overtime hiring procedures based on the staffing needs of the Department, qualifications for the opening, the need to meet established standards/safety requirements, or to adequately staff to conduct special operations or rescues. Employees hired to work overtime are assigned to the vacant position. A member hired on overtime may work on their normally assigned apparatus when there is a member not normally assigned occupying that opening. If a “rover” or “actor” is staffing that apparatus, the “rover” or “actor” may be moved in favor of the regularly assigned employee who is working overtime. This will be dependent upon the operational needs of the Division and at the discretion of the Shift Commander. Members working a trade are normally assigned to that position for the duration of the trade.
  - ii. A senior employee working overtime may not “bump” a junior employee working in their normal position. Members working overtime are not guaranteed a position at their normal assignment.
  - iii. If two or more employees assigned to the same apparatus and shift are working overtime, the senior member(s) shall have the option of working in their normal assigned position. If two or more members from the same apparatus accept overtime and a position is open on their assigned apparatus and the open spot is not either of their normally assigned shift, the opening will be filled by seniority.
  - iv. Overtime opportunities will be cancelled first by cancelling members opportunities who were hired “day of” – Short Notice Hiring, then by cancelling the member with the most overtime hours. A deviation from this method of cancelling overtime may be considered on a case by case basis and only when determined that operational efficiencies may be compromised. Any overtime hours earned will be logged into the appropriate overtime bucket. Overtime cancellations prior to the beginning of the shift will result in the member being placed back in the overtime rotation according to hours worked and availability.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.00
Date:	02-10-2022
Approved:	RM
Review Date:	02-10-2024
Replaces:	Same, dated 08-09-21

Topic: Overtime Procedures  
Operations Division

- E. Only eligible personnel may work overtime. Employees NOT eligible for overtime include:
  - i. Employees on any type of Administrative Leave or Administrative Assignment as authorized by the Chief of the Department or the Chief's designee.
  - ii. Any employee whose restrictions preclude working overtime.
  - iii. Employees on probation (except as otherwise noted).
  - iv. Employees who are committed to working a trade on the day that the overtime opportunity occurs or are not on-duty because of another employee working for them as the result of a trade.
- F. **It is the employee's responsibility** to monitor their status in TeleStaff and make themselves available for contact by TeleStaff for overtime. TeleStaff will recognize that an employee is eligible to work overtime. However, if a situation arises whereby TeleStaff may not have the information to determine proper eligibility, the employee still has the responsibility to correct that information and/or to decline overtime to which they are not entitled. Any such situation must be reported to the Shift Commander or TeleStaff Coordinator.
- G. **It is the employee's responsibility** to ensure that contact information is correct and up to date in TeleStaff, in the District, and with Administration.

**VI. Accrual of Overtime**

Department employees have the option to request transfers between Fire Department Divisions, subject to Transfer Directive 1008.00. The following rules apply to the accrual of employee overtime when employees move between Divisions or within Divisions:

- A. All Normal Overtime hours worked will accrue to the member on an annual basis and will be reset every year to zero on October 1<sup>st</sup>. Overtime outside of that defined under "Normal Overtime" will be tracked and recorded separately and with different work codes than those used for Normal Overtime.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.00
Date:	02-10-2022
Approved:	RM
Review Date:	02-10-2024
Replaces:	Same, dated 08-09-21

Topic: Overtime Procedures  
Operations Division

- B. Members transferring into an Operations Division assignment from any other assignment (i.e., DEN Operations, Technical Services Dispatch, Administration, Fire Prevention, Safety and Training, or Division Staff) in the Department will be placed in the overtime rotation equal to the number of overtime hours they had worked in their assignment prior to their transfer into Operations. Members will be subject to the annual resetting of hours once assigned to Operations when this occurs each year in October.
- C. Overtime in Support environments will be offered by TeleStaff according to the needs of the Division and/or work environment.

**VII. Reporting to an Overtime Assignment**

An employee who accepts overtime more than 9.5 hours before the overtime period begins shall report to the location where the overtime is to be worked *by the beginning of the shift or period assigned*. If the employee is working overtime away from their normal assignment, they will arrange to have all their PPE and other necessary equipment with them when they report to work the overtime period. Regardless of the prior notification period, employees who accept an overtime assignment shall make every effort to report ready for duty, with all their PPE and equipment, as soon as possible after accepting the overtime assignment. Consideration will be given to on-duty members reporting to their overtime assignment. *The paid overtime period starts when the employee reports to the overtime assignment ready for duty.*

**VIII. Hold Over for Arrival of an Employee Working Overtime**

For the purposes of determining who is eligible to work Hold Over, the date last worked rather than accrued hours shall be used. In situations where an employee has not yet reported to work for an overtime period (usually for a Short Notice vacancy), another employee may have an opportunity to Hold Over until the reporting employee is ready for duty. In the event that all members signed up as "Available" in TeleStaff turn down the overtime opportunity, and should Short Notice Hiring fail to produce a member willing to work, Hold Over members may be offered to stay for the remainder of the overtime period. The overtime hours will be logged into the member's overtime bucket the same as Urgent Hire. If a probationary is held over, every attempt will be made to hire a member not on probation for the remainder of the overtime period. The employee holding over will be paid for the period they work beyond their normal work period. Hold Over opportunities shall be offered to employees of the same rank as the open position, with priority given to the employee with the "oldest" Hold Over work date. In the event of an Engineer or Officer not being available to Hold Over, a qualified

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.00
Date:	02-10-2022
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Review Date:	02-10-2024
Replaces:	Same, dated 08-09-21

Topic: Overtime Procedures  
Operations Division

Firefighter may accept a Hold Over until the employee working overtime arrives. The goal is always to have apparatus fully staffed.

**Eligibility to Work Hold Over** – Hold Over will be offered to regularly assigned employees going off shift and who are on site when and where the need for Hold Over occurs. Hold Over shall be offered first to the eligible member with the “oldest” previous date of working Hold Over, or by seniority at that date. If no regularly assigned personnel are available to work the Hold Over period, the Hold Over period may be offered to any member (i.e., a rover) going “off shift” at the location where the Hold Over is to be worked. Members on probation will be used as a last resort.

**Mandatory Hold Over** – In the event that no eligible member accepts the Hold Over, Probationary members shall be required to hold over for up to a maximum of 6 hours. If there is not a Probationary Firefighter available, the off-going member who was to be relieved shall be obligated to stay until the position is filled and they have been relieved. Members selected for Hold Over will be at the discretion of the Shift Commander and the relevant District Chief.

**IX. Actual Time Worked**

TeleStaff overtime records shall reflect actual time worked. If the member’s actual work hours must be adjusted, the Shift Commander and/or TeleStaff Coordinator shall make the necessary correction(s) to ensure that the proper hours are recorded for each employee working in that period. *Total hours worked for one or more employees in an overtime period shall not exceed the total length of the period.*

**Example:** There is a 24-hour Short Notice overtime vacancy. A firefighter already working “holds over” for 1.5 hours while another firefighter responds to work overtime. The firefighter who holds over will be paid for 1.5 hours of overtime and the responding firefighter will be paid 22.5 hours of overtime for a total overtime of 24 hours.

**X. Employee Unable to Work Overtime Already Accepted**

Any employee who has accepted overtime after being contacted, who then cannot work the overtime for a valid reason (i.e., illness) will contact the on-duty Shift Commander or a District Chief as soon as that circumstance is known. If this occurs during Short Notice hiring, hours will be charged to the member’s overtime bucket. Members who are “Advance Hire” that are cancelling their overtime opportunity for valid reasons, will not have hours charged to their overtime bucket if the cancellation is made prior to 2200 hours the night before their accepted overtime assignment

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.00
Date:	02-10-2022
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Topic: Overtime Procedures  
Operations Division

**IX. Maximum Allowable Hours (Suppression)**

The maximum number of consecutive hours that an employee can work in the fire station is forty-eight (48) unless authorized by the Division Chief of Operations or their designee. A minimum of twelve (12) hours off-duty must precede and follow a period of forty-eight (48) continuous suppression hours worked. This requirement applies to overtime and time trades, but does not include time worked because of Recall, Event Up-Staffing for DEN Operations, non-voluntary extension of an employee's work shift, or time worked on Hold Over. Every employee has access to TeleStaff, and his/her personal record of hours worked under each work code. An employee who, by accepting overtime, would work more than the allowable hours MUST decline overtime if offered by the TeleStaff system. The 48-hour rule may be waived in cases where a member has been authorized to work 72-hours and that opportunity satisfies the Operational Needs of the Denver Fire Department.

**XI. Overtime Records**

Overtime is recorded by the TeleStaff system when the employee accepts the overtime assignment. Shift Commanders or the TeleStaff Coordinator may also enter or adjust overtime in TeleStaff. All overtime hours worked will remain a permanent part of the employee's TeleStaff record. Those hours will determine the employee's place on the overtime opportunity list.

**XII. Return from an Extended Absence**

Employees returning to duty from an authorized extended absence, regardless of its nature, will be placed into the overtime rotation based upon their earned overtime hours. Extended absences include but are not limited to: Line of Duty Injury (LOD), Non-Line of Duty Injury (NLOD), Family Medical Leave (FML), Administrative Leave (ADL), Administrative Assignment, Vacation (VAC), Accumulated Sick Leave (ASL), or qualifying Military Leave (ML). Extended absence does **NOT** include any absence or leave that would otherwise not accrue other benefits.

**NOTE:** The effectiveness of this Directive will be evaluated on an ongoing basis and revisions will be implemented as needed.

**Denver Fire Department**

**DIRECTIVE**

**Topic: DEN Overtime Procedures**

<b>Topic No:</b>	<b>1003.01</b>
<b>Date:</b>	<b>11/14/2022</b>
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<b>Replaces:</b>	<b>Same, dated 09-22-2022</b>

**PURPOSE:** It is the intent of the Denver Fire Department (DFD) at Denver International Airport (DEN) to ensure, to the greatest extent possible, overtime opportunities are offered in a consistent manner to all eligible DEN DFD members while still meeting the needs of the Airport Division in terms of daily operations, rank structure, the staffing of specialty companies, and the terms of the current collective bargaining agreement.

**SCOPE:** Applies to all members assigned to the Airport Division.

**I. DEFINITIONS**

- A. Advance Availability** – The process of a member entering in TeleStaff his/her availability to work overtime prior to the time vacancies occur. Members may change their availability status as they wish. Members may not enter Advance Availability more than 30 days in advance.
- B. Advance Hiring (Pre-Hire Overtime)** – Hiring that takes place for known/scheduled vacancies up to 2200 hours the night before the shift, based on the needs of the Department and the member’s Advance Availability as entered in TeleStaff. Lead time for Advance Hiring depends on the overall staffing needs of the Department. The Red Chief will initiate TeleStaff outbouding to fill these vacancies up to nine shifts in advance.
  - 1. If it becomes essential, as identified by the Red Chief, to outbound vacancies beyond 9 days, the Red Chief can proceed forward and will do so in accordance with guidelines set forth in this Directive.
- C. Charged Opportunity** – When a no-contact or refusal is logged into TeleStaff during Short Notice hiring, Mandatory Assignment, or Recall, the hours for that overtime opportunity will be added to the member’s overtime bucket. During Short Notice hiring, a skipped opportunity will be logged as a refusal if another member accepts the opportunity.
- D. DEN DFD** – Denver Fire Department members assigned to the Airport Division at Denver International Airport.
- E. Normal Assignment** – This is the member’s regular Department assignment. The job or duty performed must be part of the job description for the member’s permanently assigned position. USAR, Wildland, Adjunct Instructor, or other administrative assignments are not considered part of a member’s normal assignment.



**Denver Fire Department**

**DIRECTIVE**

**Topic: DEN Overtime Procedures**

<b>Topic No:</b>	<b>1003.01</b>
<b>Date:</b>	<b>11/14/2022</b>
<b>Approved:</b>	<i>KV</i>
<b>Review Date:</b>	<b>09/01/2023</b>
<b>Replaces:</b>	<b>Same, dated 09-22-2022</b>

**F. Mandatory Hold Over** – Will be utilized, if necessary, while an overtime opportunity is being filled. Efforts will be made to encourage a member to voluntarily hold over. However, if efforts fail, a member will be directed to holdover until:

1. The assigned or overtime member arrives at his/her respective duty station;
2. Released by the Red Chief; or,
3. They have been held over for 6 hours, whichever comes first.

The use of Mandatory Hold Over shall be for a period of no longer than 6 hours. Due to the extraordinary nature of a mandated hold over, prior to instituting, the Red Chief may attempt to utilize either of the following:

1. Off-duty onsite members of any rank, regardless of the rank normally assigned to the vacancy; or,
2. Members who will exceed the 48-hour work limitation requirement.

**G. Mandatory Overtime** – Mandatory Overtime is not the same as Mandatory Hold Over Overtime. It is a mechanism utilized after all other means of attempting to fill a vacancy at DEN DFD on a fire apparatus have been exhausted, including:

1. All members signed up available to work overtime will be utilized prior to the activation of Mandatory Overtime Hiring.
2. The Red Chief will contact each firehouse to notify members on shift that Mandatory Overtime Hiring is imminent and ask members to sign up available.
3. Identification and contact of Wildland team members who are signed up available to deploy.
4. Text for Hire of all DEN members that Mandatory Overtime Hiring is imminent.
5. Exceeding 48-hour consecutive work hours will be considered.
6. Chief Officers will be utilized in their rank only.

**H. Overtime** – Overtime shall include any extension of shift, extra duty, or recall period when a member is entitled to extra compensation (pay or compensatory time) for the time worked.

**I. Overtime Bucket** – A location within TeleStaff where the number of overtime hours is recorded. The overtime hours will be recorded as a full shift, partial shift, or mandatory shift.



**Denver Fire Department**

**DIRECTIVE**

**Topic: DEN Overtime Procedures**

<b>Topic No:</b>	<b>1003.01</b>
<b>Date:</b>	<b>11/14/2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>09/01/2023</b>
<b>Replaces:</b>	<b>Same, dated 09-22-2022</b>

**J. Overtime Environment** – The normal work hours for the job being performed on overtime.

1. For DEN DFD Operations, the overtime environment is 48-hours per week / 24-hours per shift.
2. DFD support positions to include DEN are 40-hours per week / 8- or 10-hours per shift.
3. Members may work more than 48 consecutive hours at the discretion of the Fire Chief or his/her designee, based on the Operational needs of the Division and the Department.

**K. Overtime (Free)** – An incentive to members in which no overtime hours are charged to a member’s respective overtime buckets for hours worked during a full or partial overtime shift. Free Overtime will be used as an enhanced measure to encourage members to sign up available for overtime during days or periods, as defined by the Airport Division Chief, or his/her designee. Overtime (Free) and may be implemented in conjunction with the Operations Division.

**L. Overtime (Full, Suppression)** – Any overtime shift worked 12 consecutive hours or more in duration will count as a full shift of overtime.

1. Any overtime worked less than 12 consecutive hours will count as a partial shift of overtime.
2. All full shift suppression overtime hours worked at DEN DFD will accrue in the respective member’s full shift overtime bucket.
3. All full shift overtime hours worked at DEN DFD will accrue to the member.

**M. Overtime (Full, Support)** – Assigned work environment is 40-hours per week (working either an 8- or 10-hour shift).

1. Any overtime 4 or 5 hours or more counts as a full shift of overtime, depending on the work schedule held by the member working overtime (8 or 10 hours).
2. Overtime less than 4 or 5 hours counts as a partial shift, depending on the work schedule held by the member working the overtime (8 or 10 hours).

**N. Overtime (Hold Over)** – Overtime earned when a member coming off duty that is on-site “holds over” or remains on duty to temporarily staff a vacancy for a member who has accepted an overtime opportunity to fill the vacancy.

**Denver Fire Department**

**DIRECTIVE**

**Topic: DEN Overtime Procedures**

<b>Topic No:</b>	<b>1003.01</b>
<b>Date:</b>	<b>11/14/2022</b>
<b>Approved:</b>	<i>KV</i>
<b>Review Date:</b>	<b>09/01/2023</b>
<b>Replaces:</b>	<b>Same, dated 09-22-2022</b>

- O. Overtime (Normal)** – Overtime assigned under normal circumstances. The member will be performing duties related to his/her regular assignment or as approved according to the needs of the Department.
- P. Overtime (Partial, Suppression)** – Any suppression overtime worked that is 12 hours or less in duration.
  - 1. Partial overtime hours will accrue in the respective member’s partial overtime bucket.
  - 2. Partial overtime will be hired utilizing the same stipulations governing full shift overtime.
  - 3. All Partial Overtime hours worked in DEN DFD will accrue to the member.
- Q. Overtime (Short Notice)** – Hiring that takes place between the hours of 0630-0930 on the day of the scheduled work shift. If a member is signed up available and is contacted by TeleStaff, or the Red Chief directly, and does not accept the overtime, the member will be charged the commensurate hours where he/she will be logged in his/her overtime bucket.
- R. Overtime (Special / After Hours)** – Overtime worked by members outside their Normal Assignment and job function(s), or duties performed in their normally assigned position (e.g., Wildland, USAR, adjunct instructor, DFD detail, etc.) This category of overtime will not accrue in members’ overtime buckets.
- S. Overtime (Urgent Hire / Late-Night Hire)**
  - 1. Urgent Hire is hiring that takes place after the normal hiring process has failed to fill a vacancy or in the event an unscheduled vacancy occurs after 0930 hours.
  - 2. Late Night Hire is hiring that takes place between the hours of 2201 and 0630 of the current shift.
  - 3. In the case of both Urgent and Late-Night Hiring procedures, the goal is to fill the position as quickly as possible using the following TeleStaff provisions:
    - a. The overtime opportunity will be offered by position vacated starting with members signed up for Advance Availability in sequential order from least overtime hours accrued to most.
    - b. Once those members have been exhausted, TeleStaff will automatically attempt to hire the remaining members who are not signed up for Advance Availability in sequential order from most overtime hours accrued to least.

**Denver Fire Department**

**DIRECTIVE**

**Topic: DEN Overtime Procedures**

<b>Topic No:</b>	<b>1003.01</b>
<b>Date:</b>	<b>11/14/2022</b>
<b>Approved:</b>	<i>KV</i>
<b>Review Date:</b>	<b>09/01/2023</b>
<b>Replaces:</b>	<b>Same, dated 09-22-2022</b>

- c. Text For Hire may be utilized concurrently by the Red Chief, at his/her discretion, to assist in filling the vacated position for Urgent and Late-Night Hiring.
- d. In the event a member is scheduled to work the following shift and is willing to accept the Urgent Hire/Late Night Hire overtime opportunity, that member may be hired directly at the discretion of the Red Chief.
- 4. Refusals and no contacts will **not** be logged into the affected member's overtime bucket.
- 5. Any overtime hours accrued under this stipulation will be logged in the member's appropriate overtime bucket.
- T. Position-for-Position** – Overtime hiring method where a member hired to fill a vacant position will be of equal rank/position to the vacancy.
  - 1. For purposes of this Directive, Captains and Lieutenants will be considered equal in position as officers.
  - 2. All other vacant positions will be hired based on rank commensurate with the member normally assigned to that position.
  - 3. If the position cannot be filled with a member meeting the criteria above, the overtime may be offered to any qualified member, at the discretion of the Red Chief.
- U. TeleStaff Coordinator** – A Command Officer (Captain or above) assigned to the Administration Division who is appointed by the Division Chief as responsible for the oversight of Telestaff utilization and functions. The Telestaff Coordinator will work with the Red Chiefs in reconciling any issues concerning TeleStaff.
- V. Text for Hire** – Method used to notify DEN DFD members of an overtime opportunity(s) whereby the Red Chief will send a text message to members describing pertinent details or any necessary instructions regarding the opportunity. This practice may run concurrently with other hiring methods and is subject to a “first come first served” basis when being utilized.

**Denver Fire Department**

**DIRECTIVE**

**Topic: DEN Overtime Procedures**

<b>Topic No:</b>	<b>1003.01</b>
<b>Date:</b>	<b>11/14/2022</b>
<b>Approved:</b>	<i>KV</i>
<b>Review Date:</b>	<b>09/01/2023</b>
<b>Replaces:</b>	<b>Same, dated 09-22-2022</b>

**II. DIRECTION OF OVERTIME**

**A.** TeleStaff will contact members, as directed by the Red Chief or Acting Red Chief, detailed in the type of overtime that is being initiated (i.e., Advance Hire, Short Notice, Urgent/Late Night Hire, etc.) The on-duty Red Chief will have discretion regarding the placement of members accepting overtime assignments. The operational needs of DEN DFD, as determined by the Red Chief, will take precedence over all requests for accommodation from the members that have been hired.

- 1.** DEN DFD will hire suppression members for overtime on a position-for-position basis to achieve full staffing.
  - a.** Full staffing will ensure, to the extent possible, that there is not more than one acting chief, one acting officer and two acting engineers assigned on a given shift.
  - b.** If any of those parameters cannot be met, overtime will be hired based on operational need, as determined by the Red Chief, or member availability to work overtime.
- 2.** Members who have entered their Advance Availability in TeleStaff will be hired based on the number of hours previously worked (least number of hours to most).
  - a.** Where members' hours are equal, TeleStaff will contact the senior member first, unless; Mandatory hiring has been initiated; in which case, the least senior member will be contacted first.
- 3.** If Advanced Hiring or Short Notice Hiring fail to produce a member to fill a vacancy, the Red Chief may utilize TeleStaff Urgent/Late Night or Text for Hire, at his/her discretion, to fill any vacancy(s) to ensure full staffing.

**B.** To ensure consistency when an overtime vacancy is filled, the Red Chief shall adhere to the following procedures:

- 1.** Hiring for overtime or change of assignment may necessitate deviation from "Normal" overtime hiring procedures, at the discretion of the Red Chief. This will be based on factors including, but not limited to:
  - a.** The staffing needs of DEN DFD.
  - b.** Qualifications for the vacancy.
  - c.** The need to meet established standards or safety requirements.
  - d.** To adequately staff to conduct special operations.

**Denver Fire Department**

**DIRECTIVE**

**Topic: DEN Overtime Procedures**

<b>Topic No:</b>	<b>1003.01</b>
<b>Date:</b>	<b>11/14/2022</b>
<b>Approved:</b>	<i>KV</i>
<b>Review Date:</b>	<b>09/01/2023</b>
<b>Replaces:</b>	<b>Same, dated 09-22-2022</b>

2. If it becomes necessary to involuntarily cancel an overtime assignment, Short Notice Hire members will be canceled first, followed by members with the highest overtime hours to the least, in sequential order.
  - a. Any deviation from this method of cancelling overtime may be considered on a case-by-case basis, at the discretion of the Red Chief, when it is determined that operational effectiveness may be compromised.
  - b. Any overtime hours earned will be logged into the appropriate overtime bucket.
  - c. Overtime cancellations prior to the beginning of the shift will result in the member being placed back in the overtime rotation according to hours worked and availability status.
3. Member(s) hired on overtime will be assigned to the position they accepted unless there is an operational need, as determined by the Red Chief, or if there is mutual agreement between affected members to switch assignments.
  - a. Members desiring to switch assignments must notify the on-duty Red Chief regarding their request as soon as possible so that TeleStaff can be adjusted accordingly and to determine if additional staffing adjustments will be required.
  - b. Members are not required to “trade” or reach a mutual agreement if they desire to remain at the position for which they were hired.
  - c. A senior member working overtime may not bump a junior member working his/her normal position. Members working overtime are not guaranteed a position at their normal assignment.
  - d. When short notice vacancies occur, the Red Chief will make an attempt to move a roving member back to his/her normal assignment and then hire for the opening.
  - e. Day of shift movement will be limited as movement of members between firehouses at the start of the shift requires escorting of private vehicles by department resources.
4. To the extent possible, maintaining position for position within each shift will be a priority. If any rank has no eligible members with Advanced Availability entered, the Red Chief may contact them utilizing alternative means prior to instituting Mandatory Hiring or Hold Over.

**Denver Fire Department**

**DIRECTIVE**

**Topic: DEN Overtime Procedures**

<b>Topic No:</b>	<b>1003.01</b>
<b>Date:</b>	<b>11/14/2022</b>
<b>Approved:</b>	<i>KV</i>
<b>Review Date:</b>	<b>09/01/2023</b>
<b>Replaces:</b>	<b>Same, dated 09-22-2022</b>

5. If the position cannot be filled with a member holding the rank for the vacant position, the overtime may be offered to any qualified member, resulting in an acting opportunity at the discretion of the Red Chief.
6. If a member is contacted by Telestaff for an overtime opportunity, and missed the opportunity due to either responding to, or being on scene of a dispatched incident, he/she may contact the on duty Red Chief. The Red Chief may revert the overtime opportunity to the member that missed the call due to an incident.

C. The types of overtime, the timeframe in which each is applicable, and any assigned penalties are outlined in the diagram below:

Type of Overtime	Time	Penalty
Advance Hiring	Up until 2200 hours day before shift	No
Short Notice Hiring	0630-0930 day of shift	Yes, if signed up as available and does not accept
Urgent Hire	0931-2200 during shift or after the normal hiring process fails to fill a vacancy.	No
Late Night Hire	2201-0629	No
Recall	Anytime	Yes, if personally contacted

D. When hiring Short Notice Overtime, the Red Chief will outbound for the vacancy as soon as possible after 0630 hours and notify the member currently staffing the affected position that they are subject to hold over.

1. The Red Chief may revert to hiring an available on-site, off-duty member at his/her discretion, to ensure staffing needs are met.
2. For vacancies discovered after the start of the shift, the Red Chief should outbound as soon as practicable.

E. When possible, opportunities for overtime should be outbounded sequentially beginning with the vacancy providing the most overtime hours to the least. This arrangement provides members the greatest opportunity to accept a full shift of overtime rather than a partial shift.

**Denver Fire Department**

**DIRECTIVE**

**Topic: DEN Overtime Procedures**

<b>Topic No:</b>	<b>1003.01</b>
<b>Date:</b>	<b>11/14/2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>09/01/2023</b>
<b>Replaces:</b>	<b>Same, dated 09-22-2022</b>

- F. The event that caused an overtime vacancy shall be entered in the TeleStaff notes field as accurately as possible, e.g., staffing shortage, wildland deployment coverage, administrative assignment coverage, etc. The Red Chief will monitor and edit note entry and associated causes of the overtime, as necessary.
- G. Only eligible personnel may work overtime. Members who are not eligible for overtime include:
  - 1. Members on any type of administrative leave or administrative assignment as authorized by the Chief of the Department or his/her designee.
  - 2. DEN members who would be working more than 48 consecutive suppression hours, unless authorized by the Fire Chief or his/her designee.
  - 3. Any member whose restrictions preclude working overtime.
  - 4. Members who are committed to working a trade on the day the overtime opportunity occurs or members who are off duty as the result of a trade.
- H. Members may not accept overtime opportunities if they are not properly certified.
  - 1. Members may not accept overtime opportunities on ARFF apparatus until holding the proper ARFF certification based on rank pursuant to the stipulations outlined in DEN DFD SOG 2608.04 *ARFF Credentials*. Members not eligible for overtime on ARFF apparatus will not be charged a penalty for refusal; if charged, said penalty shall be reversed.
    - a. Members may not accept overtime opportunities in a hazmat technician position unless holding that certification. Members not eligible for overtime in a hazmat position will not be charged a penalty for refusal. Exceptions shall be allowed if no hazmat technicians are available.
- I. It is each individual member's responsibility to monitor his/her availability status in TeleStaff and make sure he/she has signed up for Advance Availability if he/she wants priority contact by TeleStaff for outbounded overtime opportunities. It is also each individual member's responsibility to ensure contact information is correct and up to date in Telestaff, within the Division, and within the Department.
  - 1. TeleStaff is programed to automatically recognize when a member is eligible to work overtime.

**Denver Fire Department**

**DIRECTIVE**

**Topic: DEN Overtime Procedures**

<b>Topic No:</b>	<b>1003.01</b>
<b>Date:</b>	<b>11/14/2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>09/01/2023</b>
<b>Replaces:</b>	<b>Same, dated 09-22-2022</b>

- a. However, if a situation arises whereby TeleStaff experiences a technical or programing error that impacts its ability to accurately determine a member's eligibility, the affected member has the responsibility to correct that information or to decline the overtime opportunity if ineligible for overtime. Should such a situation occur, it must be reported to the on-duty Red Chief as soon as it is discovered.

**III. MANDATORY OVERTIME HIRING PROCEDURE**

- A. When all attempts to fill a vacancy(s) using non-emergency hiring methods have been exhausted, as described in section I.(G) above, Mandatory Overtime procedure will be implemented.
- B. Mandatory Overtime, to the extent possible, will be completed on a round basis.
- C. Once a member has completed a Mandatory Overtime shift, he/she will be considered to have completed his/her obligation for that round.
- D. A member may be called if staffing levels decrease at any time during the current work shift, or in the 24-hour period following his/her regularly assigned straight pay work shift to fulfill Mandatory Overtime.
- E. Mandatory Overtime will require that the Red Chief make direct contact with the member who is hired. This will be face-to-face or by phone (texting will not constitute as direct contact).
- F. All members will be eligible to work Mandatory Overtime as needed with the following exceptions:
  - 1. Members contacted on their duty shift who are approved for leave (FUN, KD, LOD, NLOD, OT, TW, or VAC) the next off-duty day, or scheduled to begin approved leave directly after *their duty shift that were contacted* on to include FUN, KD, LOD, NLOD, OT, TW, or VAC.
  - 2. Members on wildland deployment who are enroute to or at their wildland duty station.
  - 3. Members who have worked 48 consecutive hours in a suppression assignment prior to the affected Mandatory Overtime shift.
  - 4. Members who have a special detail assignment on the day of the affected Mandatory Overtime shift.



**Denver Fire Department**

**DIRECTIVE**

**Topic: DEN Overtime Procedures**

<b>Topic No:</b>	<b>1003.01</b>
<b>Date:</b>	<b>11/14/2022</b>
<b>Approved:</b>	<i>KV</i>
<b>Review Date:</b>	<b>09/01/2023</b>
<b>Replaces:</b>	<b>Same, dated 09-22-2022</b>

5. When an eligible member on duty (who does not meet any of the criteria listed in section III.(F) (1-4) above is eligible for Mandatory Overtime the following day after his/her duty shift ends) is contacted after 1200 hours on the date after his/her duty shift, although expected to accept the overtime assignment, he/she can turn it down without penalty.
- G.** Once the need to implement the Mandatory Overtime procedure is determined, the following provisions will apply:
1. The Red Chief will contact eligible members for Mandatory Overtime in person directly via phone or face-to-face if possible. A text sent by the Red Chief will need to be followed up with a phone call to ensure receipt and acknowledgment of direction for the overtime by the member.
  2. The direction of Mandatory Overtime hiring, once initiated, will require the least senior member to the most senior member be hired in sequential order, as necessary.
  3. Additionally, at the discretion of the Red Chief and in an effort to ensure operational readiness and position-for-position staffing, limited acting will also be used as a hiring parameter to include a maximum of:
    - a. One acting chief, one acting officer, two acting engineers.
  4. Mandatory Overtime hours will be logged into the member's Mandatory Overtime bucket.
  5. Members selected for Mandatory Overtime must work a full shift, as defined in section I.L above, for the opportunity to count as having fulfilled the requirement for the current round.
  6. If multiple members are hired under the Mandatory Overtime provision and a member precipitating that need returns to work, the member hired last, equal in rank/position to the returning member, as described in section H.(2) below, will be sent home first.
- H.** Designated Mandatory Cover Person
1. A "designated mandatory cover person" is a member(s) who is willing to work the Mandatory Overtime shift in place of the member originally selected and directed to work it.
  2. Officers (Captains and Lieutenants) will be allowed to cover one another; similarly, Engineers and Technicians/Firefighters will also be allowed to cover one another. Those two groups will not be allowed to comingling coverage.

**Denver Fire Department**

**DIRECTIVE**

**Topic: DEN Overtime Procedures**

<b>Topic No:</b>	<b>1003.01</b>
<b>Date:</b>	<b>11/14/2022</b>
<b>Approved:</b>	<i>KV</i>
<b>Review Date:</b>	<b>09/01/2023</b>
<b>Replaces:</b>	<b>Same, dated 09-22-2022</b>

3. The member who has a designated Mandatory cover person work the Mandatory Overtime shift for him/her will have his/her Mandatory Overtime shift commitment fulfilled for the current round, if it was a full shift, as defined in section I.L above. If the cover person did not complete a full shift, he/she will be considered not to have fulfilled his/her Mandatory Overtime commitment for the current round.
  - a. The mandatory cover person will receive the overtime pay for the hours worked.
  - b. It is the responsibility of the affected members to track the cover hours worked for each other as the Department will not be tracking this data.

**IV. MANDATORY OVERTIME PROVISIONS**

**A. 48-Hour Provision**

1. For purposes of this provision, members who will exceed working 48 continuous suppression hours will be considered ineligible for selection to work a Mandatory Overtime shift. However, should a member who would otherwise have been selected voluntarily waves that ineligibility stipulation, he/she may be allowed to work additional hours, with the approval of the Red Chief and Airport Division Chief. In making that determination, the Red Chief will ensure the wellbeing of the member as a primary consideration.
2. If additional work hours are approved, The Red Chief will also assess the workload and associated stress placed on the member in the preceding 48-hours and, accordingly, may relocate the member to a different company to work the shift, even if the vacancy hired is at the member's assigned fire station.

**B. Vacation/Kelly Day Provision**

1. If a member is working his/her normal duty shift and his/her next scheduled shift is either a Vacation Day or a Kelly Day, he/she will not be required to work Mandatory Overtime, as described in section I.(G) above.
2. However, if a member would have otherwise been selected, they may voluntarily waive the ineligibility stipulation and work the Mandatory Overtime shift. If the member completes a full shift, he/she will have fulfilled his/her commitment for the current round.

**Denver Fire Department**

**DIRECTIVE**

**Topic: DEN Overtime Procedures**

<b>Topic No:</b>	<b>1003.01</b>
<b>Date:</b>	<b>11/14/2022</b>
<b>Approved:</b>	<i>KV</i>
<b>Review Date:</b>	<b>09/01/2023</b>
<b>Replaces:</b>	<b>Same, dated 09-22-2022</b>

**C. Mandatory Overtime Manipulation**

- 1. Shift Trades** – Members may not enter a shift trade into TeleStaff for another member and then remove it after Mandatory Overtime hiring has been completed to prevent that member from being subject to selection. Members who attempt to manipulate shift trades for that purpose may be subject to disciplinary action.
- 2. NLOD** – Members may not enter themselves as NLOD in TeleStaff to prevent being selected for a Mandatory Overtime shift. Members who attempt to manipulate NLOD for that purpose may be subject to disciplinary action.

**V. PENALTIES FOR NOT ACCEPTING MANDATORY OVERTIME**

**A.** Because Mandatory Overtime is compulsory, penalties will be assessed for refusing to work it once selected as follows:

- 1. 1<sup>st</sup> Refusal** – An additional 96 hours will be added to the member’s full-shift overtime bucket, and the member will participate in a coaching and counseling session with his/her officer. The session will be documented, to include any mitigating circumstances the member has brought forth in the form of an email to the Airport Division Chief, through the chain of command.
- 2. 2<sup>nd</sup> Refusal** – An additional 96 hours will be added to the member’s full-shift overtime bucket and a Verbal Reprimand will be issued by the member’s officer or chief officer in the case of an officer refusal.
- 3. 3<sup>rd</sup> Refusal** – An additional 96 hours will be added to the member’s full-shift overtime bucket and a Written Reprimand will be issued by the member’s Red Chief.
- 4. 4<sup>th</sup> Refusal** – An additional 96 hours will be added to the member’s full-shift overtime bucket for refusal to accept a Mandatory Overtime shift for the fourth time once selected. Pursuant to the DFD Discipline Matrix, a member’s previous discipline may affect the discipline they receive for the failure to accept Mandatory Overtime.

**B.** Hours that are charged to a member’s full-shift overtime bucket for refusal to accept a Mandatory Overtime shift shall remain in the member’s full-shift overtime bucket for a calendar year from the date they were charged.

**Denver Fire Department**

**DIRECTIVE**

**Topic: DEN Overtime Procedures**

<b>Topic No:</b>	<b>1003.01</b>
<b>Date:</b>	<b>11/14/2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>09/01/2023</b>
<b>Replaces:</b>	<b>Same, dated 09-22-2022</b>

**VI. RECALL**

- A.** Such a condition is reserved as a right of management and is further authorized by the *Fire Fighters Agreement (Contract)* in *Article VIII – “Call Back Compensation, Fire Fighter Obligation, and Overtime.”* If, in the sole opinion of the Fire Chief or his/her designees, it is necessary to call fire fighters back to work during their normal time off, such recalled fire fighters must report for duty. Failure to report for duty, if personally contacted, shall subject such fire fighters to disciplinary action pursuant to the Charter of the City unless reporting is excused by the Chief or his/her immediate designee. In the case of a refusal, inability to work, or failure to report for duty, if personally contacted, the applicable hours will be logged into the member’s overtime bucket and the member may be subject to disciplinary action as determined by the Chief or his/her immediate designee.
- B.** Members may be recalled as deemed necessary by the Chief or his/her immediate designee, based on their normal work location, by their operational capability, or by the proximity to the need for additional staffing, etc. An effort will be made to staff recall apparatus with the appropriate number and rank of firefighters.

**VII. OVERSIGHT**

- A.** Oversight of the DEN DFD Overtime Procedures Directive will be provided by the on-duty Red Chief. Accordingly, members who have questions or concerns relating to overtime staffing should contact the on-duty Red Chief through the chain of command for resolution.
- B.** If a member is not satisfied with the Red Chief’s explanation, he/she may complete a downloadable TeleStaff inquiry form (from the Department website) and forward it through the chain of command to the DEN DFD TeleStaff Coordinator.
- C.** Members shall receive a written response from the DEN DFD Telestaff Coordinator addressing their original inquiry.

**VIII. ACCRUAL OF OVERTIME**

- A.** Department members have the option to request transfers between Fire Department Divisions, subject to Directive 1008.00 *Request for Reassignment and Drafting Process*. The following rules apply to the accrual of employee overtime when employees move between Divisions or within Divisions:

**Denver Fire Department**

**DIRECTIVE**

**Topic: DEN Overtime Procedures**

<b>Topic No:</b>	<b>1003.01</b>
<b>Date:</b>	<b>11/14/2022</b>
<b>Approved:</b>	<i>KV</i>
<b>Review Date:</b>	<b>09/01/2023</b>
<b>Replaces:</b>	<b>Same, dated 09-22-2022</b>

1. All Normal Overtime hours worked will accrue to the member. Overtime outside of that defined under “Normal Overtime” will be tracked and recorded separately and with different work codes than those used for Normal Overtime.
2. Members transferring into an Airport Division assignment from any other assignment (i.e., Operations, Technical Services Dispatch, Administration, Fire Prevention, Safety and Training, or Division Staff) in the Department will be placed in the overtime rotation, equal to the number of overtime hours they had worked in their assignment prior to their transfer into the Airport Division.

**IX. REPORTING TO AN OVERTIME ASSIGNMENT**

- A. A member who accepts overtime shall make every effort to report to the assignment at the required time ready for duty (i.e., arrive with all required PPE, appropriate uniform, personal tools/equipment, etc.)
- B. If the member fails to arrive on time or is not ready for duty, each occurrence will be reviewed by the company officer or Red Chief on a case-by-case basis taking into consideration all relevant facts and circumstances in determining the need for further action.
- C. The paid overtime period starts when the employee reports to the overtime assignment ready for duty.

**X. HOLD OVER FOR ARRIVAL OF AN EMPLOYEE WORKING OVERTIME**

- A. Hold-over overtime opportunities shall be offered to on-site, off-duty members that are regularly assigned where the vacancy exists. If no regularly assigned members are available or refuse the opportunity, it may be offered to any member working the previous shift regardless of assignment.
- B. Hold-over overtime shall be offered on a position-for-position basis; however, if the position cannot be filled with a member of approved position/rank, the overtime may be offered to any qualified member, at the discretion of the Red Chief, with the following exception: Only a Red Chief or qualified Captain can hold over to fill a Red Chief vacancy.
- C. In the event that a hold-over overtime opportunity is not accepted by a member voluntarily, Mandatory Hold Over procedures may be instituted by the Red Chief.
- D. Total hours worked for one or more members in an overtime period should not exceed the total length of the designated work period.

**Denver Fire Department**

**DIRECTIVE**

**Topic: DEN Overtime Procedures**

<b>Topic No:</b>	<b>1003.01</b>
<b>Date:</b>	<b>11/14/2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>09/01/2023</b>
<b>Replaces:</b>	<b>Same, dated 09-22-2022</b>

**XI. ACTUAL TIME WORKED**

- A.** TeleStaff overtime records shall reflect actual time worked. If a member’s actual work hours must be adjusted, the Red Chief shall make the necessary correction to ensure the proper hours are recorded for each member working in that period.
- B.** Total hours worked for one or more members in an overtime period should not exceed the total length of the designated work period.

***Example:** There is a 24-hour Short Notice overtime vacancy. A firefighter already working “holds over” for 1.5 hours while another firefighter responds to work overtime. The firefighter who holds over will be paid for 1.5 hours of overtime and the responding firefighter will be paid 22.5 hours of overtime for a total overtime of 24 hours.*

**XII. EMPLOYEE UNABLE TO WORK OVERTIME ALREADY ACCEPTED**

- A.** Any member who has accepted overtime after being contacted, who then cannot work the overtime must contact the on-duty Red Chief as soon as that circumstance is known. If this occurs during Short Notice Hiring, hours will be charged to the member’s overtime bucket.

**XIII. MAXIMUM ALLOWABLE HOURS (SUPPRESSION)**

- A.** A member can work in a suppression assignment a maximum of 48 hours, unless authorized by the Fire Chief or his/her designee.
- B.** A minimum of 12 off-duty hours must precede and follow a period of 48 continuous suppression hours worked. This requirement applies to overtime and time trades, but does not include time worked because of Recall, DEN DFD training staffing, non-voluntary extension of an employee’s work shift, or time worked on hold over.
- C.** The stipulations associated with the “48-hour rule” may be waived at the discretion of the Airport Division Chief, or his/her designee, based on operational need.
- D.** Every member has access to TeleStaff, and his/her personal record of hours worked under each work code. If the acceptance of an overtime opportunity will result in a member exceeding the maximum allowable consecutive suppression work hours, they **MUST** decline the overtime opportunity.

**Denver Fire Department**

**DIRECTIVE**

**Topic: DEN Overtime Procedures**

<b>Topic No:</b>	<b>1003.01</b>
<b>Date:</b>	<b>11/14/2022</b>
<b>Approved:</b>	<b><i>KV</i></b>
<b>Review Date:</b>	<b>09/01/2023</b>
<b>Replaces:</b>	<b>Same, dated 09-22-2022</b>

**XIV. OVERTIME RECORDS**

- A.** Overtime hours are recorded in TeleStaff automatically when a member accepts an overtime assignment.
- B.** The Red Chief may also enter or adjust overtime hours as necessary to ensure all entries are current and accurate. All overtime hours worked and accrued shall remain a permanent part of a member’s TeleStaff record.

**XV. RETURN FROM AN EXTENDED ABSENCE**

- A.** Members returning to duty from an authorized extended absence, regardless of its nature, will be placed into the overtime rotation based upon their earned overtime hours.
- B.** Extended absences include but are not limited to: Line of Duty Injury, Non-Line of Duty Injury, Family Medical Leave, Administrative Leave, Administrative Assignment, Vacation, Accumulated Sick Leave, or qualifying Military Leave.
- C.** Extended absence does **NOT** include any absence or leave that would otherwise not accrue other benefits.

**XVI. ANCILLARY OVERTIME**

- A.** Types of Ancillary Overtime
  - 1.** ARFF Training Adjunct Instructor
    - a.** Opportunities exist for qualified members assigned to the Airport Division to work overtime at ARFF Training. Members are encouraged to take advantage of this opportunity to assist with teaching at the academy and to assist with Federal Aviation Administration (FAA) recertification burns.
    - b.** Oversight of the Adjunct Instructor overtime will be provided by the Division Chief or his/her designee.
    - c.** Multiple methods can be utilized to hire including (but not limited to) Telestaff, manual contacting and Text for Hire.
    - d.** Adjunct Instructor overtime will be hired as Special Overtime/After Hours partials on a first come, first served basis as opportunities present.

**Denver Fire Department**

**DIRECTIVE**

**Topic: DEN Overtime Procedures**

<b>Topic No:</b>	<b>1003.01</b>
<b>Date:</b>	<b>11/14/2022</b>
<b>Approved:</b>	<i>KV</i>
<b>Review Date:</b>	<b>09/01/2023</b>
<b>Replaces:</b>	<b>Same, dated 09-22-2022</b>

**2. Snow Cat Operator**

- a. Procedures to staff the Snow Cat will be coordinated with DEN Airport Operations and DEN DFD to include the Red Chief and Division Chief.
- b. Snow Cat credentials are required, and hiring will be conducted as deemed appropriate by the Red Chief taking into account operational needs, lead time, weather and other pertinent factors.
- c. Multiple methods can be utilized concurrently to hire including (but not limited to) Telestaff, manual contacting and Text for Hire.

**3. Fuel Inspector – After Hours**

- a. Fuel Inspections will be conducted by members assigned as Fuel Inspectors to DEN DFD during normal business hours unless there is an operational need and request by DEN to perform such inspections after hours.
- b. The Division Chief or his/her designee will authorize any after hours fuel inspections prior to it being scheduled or initiated.
- c. One member will attend the inspection unless there is an operational need to have multiple members present.
- d. Compensation will be in alignment with Article of the Current Denver Firefighters – Local 858 Agreement.

**B.** Members scheduled to attend any ancillary overtime including but not limited to SRT, FAA burns, Snow Cat Operator and Adjunct Instructor must attend in accordance with normal work reporting procedures. Any absence will be addressed on a case-by-case basis which can result in disciplinary action and removal from Ancillary Overtime.

**C.** If the cancellation of ancillary overtime occurs for factors including, but not limited to, weather, staffing or mechanical issues, the cancellation will result in no member compensation for members who accepted the opportunity. Every effort will be made to notify members as soon as possible that the ancillary overtime has been cancelled.

**XVII. DIRECTIVE EFFECTIVENESS**

**A.** The effectiveness of this Directive will be evaluated on an ongoing basis and revisions will be implemented as needed. The Fire Chief or his/her designee are authorized to deviate from this Directive if, at his/her discretion, it is in the best interest and needs of the Department, Division, and all stakeholders.



DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.02
Date:	05-26-2021
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Topic: Fire Dispatch Overtime Procedures

**OVERVIEW**

It is the intent of the Denver Fire Department Technical Services Division, Fire Dispatch Unit, to offer overtime opportunities to all eligible Fire Dispatch Unit (FDU) members and other eligible Denver Fire Department (DFD) members in a fair and consistent manner. Consideration must be given to meeting the needs of the Department and the FDU in terms of daily operations, rank structure, and daily staffing needs, while respecting the terms of the current Collective Bargaining Agreement, and the agreement and parameters set forth by the Department of Labor. Ultimately, we will utilize the DFD Decision Making Matrix with all overtime decisions, prioritizing the needs of:

1. The Citizens of the City and County of Denver
2. The City and County of Denver
3. The Denver Fire Department
4. The DFD Fire Dispatch Unit
5. The Individual DFD Fire Dispatch Unit Member

The City and County of Denver Combined Communication Center DFD Fire Dispatch Unit is a unique environment which requires specialized training, professionalism, consistency, and teamwork. The intent of this Directive is to, whenever possible, ensure that all members receive a fair opportunity to work overtime based upon the needs of the Department, the knowledge requirements of the FDU, and the rank and seniority of the members. Operations Division Directive 1003.00 will serve as a guideline for this Technical Services Division FDU Directive regarding definitions, mandatory holdover, and emergency recall.

**A. Overtime Hiring Steps Defined in Order of Occurrence**

**Advance Availability** – The process of an employee entering in TeleStaff her/his desire and availability to work overtime prior to the time that vacancies occur. Employees may change their availability status as they wish. Employees may not enter Advance Availability more than 21 days in advance.

**Advance Hiring (Pre-Hire Overtime)** – Hiring that takes place for known/scheduled vacancies up until 2200 hours the night before the shift, based on the needs of the FDU and the employee’s Advance Availability as entered in TeleStaff. Lead time for Advance Hiring depends on the overall staffing needs of the FDU. TeleStaff will begin calling to fill these vacancies several days in advance of their occurrence.

**Short Notice Overtime (Day-of Overtime)** – Hiring that takes place starting at 0545-hours on the day of the shift and continues until the vacancy is filled. TeleStaff will be directed to begin calling as soon as possible.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.02
Date:	05-26-2021
Approved:	JAV
Review Date:	05-26-2023
Replaces:	Same, dated 06-01-18

Topic: Fire Dispatch Overtime Procedures

**Text for Hire** – Will be utilized when the normal hiring processes have failed to fill a vacancy or in the event an unscheduled vacancy occurs after 0900 hours. The text for hire will be sent out to all members of the identified rank needing to be staffed. This opportunity will be offered on a “first come, first served” basis to whomever contacts the on-duty FDU Company Officer or Acting Company Officer and is willing to work the opportunity. This hiring practice may run concurrently with the Urgent Hire/Late Night Hire method.

**Urgent Hire/Late Night Hire** –Hiring that takes place after the normal hiring processes have failed to fill a vacancy or in the event an unscheduled vacancy occurs after the FDU work shift has begun. Late Night Hire is hiring that takes place between the hours of 2201 – 0545 of the current shift. In the case of both procedures, the goal is to fill the position as quickly as possible. The opportunity for overtime will be offered by position vacated in the following manner:

- The on-duty officer will begin by contacting the members who are scheduled to work the following shift. After that, the Officer or Acting Officer will utilize TeleStaff to contact those members who are signed up for OT. Next, the Shift Commander should then be notified, and the Ops/Tech utilized. Refusals and no contacts will not be logged into members’ overtime buckets. Any overtime hours worked will be counted in the appropriate overtime bucket.

**Mandatory Holdover** – Occurs when the FDU staffing falls below the current minimum staffing level and the vacancy has not been filled by 0600 on the day of. While overtime is being hired, or another staffing solution is decided upon, a member may be obligated to remain on-duty. Such a condition is reserved as a right of management and is further authorized by the Collective Bargaining Agreement (Contract) in Article VIII.

The process is as follows:

1. Every attempt will be made to maintain the current minimum staffing level of five personnel.
2. If, due to an unscheduled absence, one or more members of the incoming (relief) work shift does not show up for work, one or more members of the current on-duty work shift will be held over (mandatory holdover) to maintain a minimum staffing level of five.
3. An attempt will first be made to find a volunteer (or volunteers for more than one vacancy) from the off-going work shift who would be willing to stay based on their personal schedule. If no member is willing to volunteer, the next step will be followed:

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.02
Date:	05-26-2021
Approved:	JAV
Review Date:	05-26-2023
Replaces:	Same, dated 06-01-18

Topic: Fire Dispatch Overtime Procedures

4. If the request for volunteers is not successful, and the vacant position is a Company Officer position, the current on-duty Company Officer or Acting Company Officer will be held over for a mandatory holdover until relieved of duty.
5. If the vacant position is a Technician position, the on-duty supervisor will coordinate with the Technical Services Assistant Chief (if possible) to determine which member to select for the holdover.
6. FDU management will maintain a list with dates and names of members held over for a mandatory holdover. When a member is held over for a mandatory holdover, they will go to the bottom of the list, and will not be required for a mandatory holdover again until after all the members of their respective shift (on-duty) have been previously called upon and used for a mandatory holdover.

A mandatory holdover can be up to 8 hours. Every effort will be made to fill the position and end the mandatory holdover as quickly as possible.

**Recall** – Such a condition is reserved as a right of management and is further authorized by the Firefighters Agreement (Contract) in Article VIII – “CALL BACK COMPENSATION, FIREFIGHTER OBLIGATION, AND OVERTIME.” If, in the sole opinion of the Fire Chief or his/her designee, it is necessary to call a FDU member back to work during their normal time off, such recalled members must report for duty. Failure to report for duty, if personally contacted, shall subject such FDU member (firefighter) to disciplinary action pursuant to the Charter of the City unless reporting is excused by the Chief or his/her immediate designee. In the case of a refusal, inability to work, or failure to report for duty, if personally contacted, the applicable hours will be logged into the member’s overtime bucket and may subject such member to disciplinary action as determined by the Chief or his/her immediate designee. Employees may be recalled as deemed necessary by the Chief or his/her immediate designee, based on their normal work location, by their operational capability, or by the proximity to the need for additional staffing, etc. An effort will be made to staff the FDU with the appropriate number and rank of firefighters.

**OTHER DEFINITIONS:**

**Charged Opportunity** – When a no-contact or refusal is logged into TeleStaff during Short Notice Hiring, Mandatory Assignment, or Recall, the hours for that overtime opportunity will be added to the member’s overtime bucket. Also, if a member accepts an overtime shift and then cancels after 0600 hours, two days (48 hours) before the start of the OT opportunity, those hours will be charged to that member’s bucket.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1003.02</b>
<b>Date:</b>	<b>05-26-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>05-26-2023</b>
<b>Replaces:</b>	<b>Same, dated 06-01-18</b>

**Topic: Fire Dispatch Overtime Procedures**

**Dispatch Bucket** – A location within TeleStaff where the number of overtime hours is recorded. The overtime hours will be recorded as a full shift or partial shift.

**Full Overtime** – Operations and Dispatch: Assigned work environment is 48 hours per week. Any overtime 12 hours or more counts as a full shift of overtime. Overtime of less than 12 hours counts as a partial shift. The first half of the Fire Dispatch Unit Shift/Day is the 12 hours from 0600 to 1800 hours. The second half of the FDU Shift/Night is the 12 hours from 1800 to 0600 hours. Members may only work more than 48 consecutive hours at the discretion of the Fire Chief or his/her designee, based on operational needs of the Fire Dispatch Unit.

**Mandatory Early Call Back** – A directive to a member from the on-duty supervisor to report to work prior to the member’s normal working shift. Overtime pay will be given for the actual time worked.

**Mandatory Hold Over** – A directive to a member from the on-duty supervisor to remain on-duty following a member’s scheduled shift. Overtime pay will be given for the actual time worked.

**Normal Assignment** – This is the employee’s regular Department assignment. The job and/or duties performed must be part of the job description for the member’s permanently assigned position. USAR, Wildland, Adjunct Instructor (unless assigned to Training), or other administrative assignments are not considered part of a member’s normal assignment.

**Normal Overtime** – Overtime assigned under normal circumstances. The employee will be performing duties related to his/her permanent assignment or as approved according to the needs of the Department.

**Overtime** - Overtime shall include any extension of shift, extra duty, or recall period when an employee is entitled to extra pay for the time worked.

**Overtime Environment** – The normal work hours for the job being performed on overtime.

**Partial Overtime** – Any overtime that is less than 50% of the hours worked within the overtime environment. For example, a Partial Overtime in the Fire Dispatch Unit is an overtime of less than twelve (12) hours. Partial Overtime hours worked will accrue in the same manner as Full Shift Overtime hours.

**Special Overtime** – Overtime worked by an employee that is outside the normal job, and/or duties performed at the member’s current assigned position. Examples of some of these duties are: USAR, Wildland, Adjunct Instructor (not assigned to Training), Detail, or other administrative assignments. This category of overtime will not accrue in the employee’s normal overtime bucket.

## DIRECTIVE

<b>Topic No:</b>	<b>1003.02</b>
<b>Date:</b>	<b>05-26-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>05-26-2023</b>
<b>Replaces:</b>	<b>Same, dated 06-01-18</b>

**Topic: Fire Dispatch Overtime Procedures**

### **B. Oversight**

Oversight of this Overtime Procedures Directive will be provided by the on-duty Fire Dispatch Unit Company Officer, along with the Fire Dispatch Unit Captain and Technical Services Assistant Chief. Members who have concerns relating to overtime staffing at the Fire Dispatch Unit should follow the Department's process for addressing concerns through their Chain of Command including the following:

1. Inquiries concerning TeleStaff technical issues can be referred to the TeleStaff Coordinator through the proper Chain of Command. All Fire Dispatch Unit Company Officers, along with the Fire Dispatch Unit Captain and Assistant Chief, will monitor overtime and manage staffing within the Fire Dispatch Unit.

### **C. Direction of Overtime**

When considering overtime, be certain to review the projected operations staffing level and the availability of the Ops/Fire Dispatch Technician. If the Ops/Fire Dispatch Technician is to be used, notify the on-duty Shift Commander and make all staffing adjustments in TeleStaff

The assignment of overtime will be directed by the FDU Captain, or on-duty Fire Dispatch Unit Company Officer, or Acting Company Officer. TeleStaff will be utilized to contact a member who is eligible for the specific position. If there is a FDU Company Officer vacancy, a FDU Company Officer must be offered the position first. FDU overtime can be assigned based on a 12-hour or 24-hour work shift.

**Hiring Progression - Hiring of a Fire Dispatch Unit Technician/Officer** – (See Fire Dispatch Unit Overtime Hiring Flow Chart, p. 12 of 12) A FDU Firefighter/Technician assigned to the FDU will be hired first using “fill by rules” in TeleStaff. If there is no FDU Firefighter/Technician signed up, or a FDU Firefighter/Technician does not accept the opportunity, a FDU Company Officer assigned to the FDU will be hired using “fill by rules” in TeleStaff.

If no FDU member is signed up for the opportunity, or the position is not accepted, a page or text will be sent out to all members assigned to the FDU.

If unable to fill the vacancy from within the Tech Services Division FDU, the Company Officer or Acting Company Officer will notify the FDU Captain of this staffing situation.

After consulting with the FDU Captain, the on-duty FDU Company Officer or Acting Officer will notify the on-duty Operations Division Shift Commander of the need to assign an on-duty Ops/Fire Dispatch Technician to Fire Dispatch for the time which is needed.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.02
Date:	05-26-2021
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Review Date:	05-26-2023
Replaces:	Same, dated 06-01-18

**Topic: Fire Dispatch Overtime Procedures**

If it is determined that an Ops/Fire Dispatch Technician assigned to the shift is unavailable due to KD, VAC, Trade, etc., the hiring Company Officer or Acting Company Officer will offer the overtime to any remaining off-duty Ops/Fire Dispatch Technicians.

If still unsuccessful, the hiring Dispatch Company Officer or Acting Dispatch Company Officer will put out the page to “Dispatch Overtime Ops” and “Dispatch Overtime Ops Officer” personnel. These are personnel who are not currently assigned to the FDU but are eligible to work overtime in the FDU because of their previous experience working in the FDU, including prior Dispatchers who are currently Wildland Team members and are available for Wildland deployment.

If still unsuccessful, the Company Officer or Acting Company Officer will communicate with the on-duty Operations Division Shift Commander that the vacancy still exists, and together they will work to identify any on-duty Operations Division member with previous experience as a Fire Dispatcher for assignment at Dispatch for the shift in need, including Wildland Team members who are available for deployment.

If all the above steps to fill the vacancy have proven unsuccessful, the on-duty Officer will be obligated to utilize a mandatory call-back or hold-over. In this case, the on-duty Officer should coordinate with the FDU Captain to determine which member shall be selected for this assignment. Items that may or may not qualify a member for call-back or hold-over include, but are not limited to: seniority, amount of time on-duty, and availability to quickly respond.

**Eligibility for Overtime** - It is the member’s responsibility to monitor his/her status in TeleStaff and make himself/herself available for contact by TeleStaff for overtime. TeleStaff will recognize that an employee is eligible to work overtime. However, if a situation arises whereby TeleStaff may not have the information to determine proper eligibility, the employee still has the responsibility to correct that information and/or to decline overtime to which he/she is not entitled. Any such situation should be reported to the FDU Captain.

**Adjustment of Hours** - It should be noted that the staffing needs and the limited number of employees within the FDU will provide for more than average opportunities for overtime. Because of this, a member assigned to the FDU for a long duration will accrue hours at a higher rate than those assigned to other environments. To maintain consistency and ensure that members receive a fair opportunity, newly assigned members will have their hours averaged in the Dispatch Bucket. The Dispatch Bucket will be created using an adjusted average of members’ hours currently assigned to the Fire Dispatch Unit. This process will be overseen by the DFD Administration Division and TeleStaff Coordinator. This is consistent with Ops Directive 1003.00.

TeleStaff will contact members, as directed by the on-duty Fire Dispatch Unit Company Officer, detailed in the type of overtime that is being initiated; “Advance Hire,” “Short Notice,” etc. Those who have entered their Advance Availability in TeleStaff will be hired based on the number of



DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1003.02</b>
<b>Date:</b>	<b>05-26-2021</b>
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<b>Review Date:</b>	<b>05-26-2023</b>
<b>Replaces:</b>	<b>Same, dated 06-01-18</b>

**Topic: Fire Dispatch Overtime Procedures**

hours held in the Dispatch Bucket – least number of hours to most. Where employee hours are equal, TeleStaff will contact the senior employee first. The Fire Dispatch Unit will hire members for overtime to bring staffing levels to a minimum of five on-duty members.

The event that caused an overtime vacancy shall be entered in TeleStaff as accurately as possible, i.e., staffing shortage, administrative assignment coverage, etc. TeleStaff will be directed to fill the appropriate opening. The on-duty Fire Dispatch Unit Company Officer or Acting Company Officer, along with the Fire Dispatch Unit Captain and Assistant Chief, will monitor and input the causes of the overtime.

To ensure consistency when an overtime vacancy is filled, the following procedures shall be adhered to:

- Hiring for overtime may necessitate deviation from “Normal” hiring procedures based on the staffing needs of the Fire Dispatch Unit, qualifications for the opening, the need to meet established standards/safety requirements.

Overtime opportunities will be canceled by determining which member has the most hours and canceling that opportunity. A deviation from this method of canceling overtime may be considered on a case-by-case basis and only when it is determined that operational efficiencies may be compromised. Any overtime hours earned will be logged into the appropriate overtime bucket. Overtime cancellations prior to the beginning of the shift will result in the member being placed back in the overtime rotation according to hours worked and availability. Only eligible personnel may work overtime. Employees NOT eligible for overtime include:

- Employees on any type of administrative leave or administrative assignment as authorized by the Chief of the Department or the Chief’s designee.
- Fire Dispatch Unit employees who would be working more than forty-eight (48) consecutive hours unless authorized by the Fire Chief, the Deputy Chief, or the Division Chief of Technical Services.
- Any employee whose restrictions preclude working overtime.
- Employees on probation (except as otherwise noted).
- Employees who are committed to working a trade on the day that the overtime opportunity occurs or are not on-duty because of another employee working for them as the result of a trade.

## DIRECTIVE

<b>Topic No:</b>	<b>1003.02</b>
<b>Date:</b>	<b>05-26-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>05-26-2023</b>
<b>Replaces:</b>	<b>Same, dated 06-01-18</b>

**Topic: Fire Dispatch Overtime Procedures**

**D. Accrual of Overtime** - Department employees have the option to request transfers between Fire Department Divisions, subject to Transfer Directive 1008.00. The following rules apply to the accrual of employee overtime when employees move between Divisions or within Divisions:

1. All Normal Overtime hours worked will accrue to the member for the duration of their employment with the DFD. Overtime outside of that defined under “Normal Assignment” will be tracked and recorded separately and with different work codes than those used for normal overtime.
2. Members transferring into DIA Operations will have their overtime hours adjusted to the average number of hours for the Division. Overtime hours will not decrease for this purpose. Upon the transfer of a member out of DIA, their overtime hours will revert to actual hours worked.
3. Members transferring into Technical Services Dispatch will have their Dispatch Bucket overtime hours updated to the average adjusted number of hours for their rank (Officer/Technician). Upon the transfer of a member out of Dispatch, their criteria for overtime hiring will revert to actual hours worked.
4. Overtime in Support environments will be offered by TeleStaff according to the needs of the Division and/or work environment.

**E. Reporting to an Overtime Assignment**

An employee working in Operations who accepts overtime more than 9.5 hours before the overtime period begins shall report to Dispatch by the beginning of the shift or period assigned. Regardless of the prior notification period, employees who accept an overtime assignment shall make every effort to report ready for duty as soon as possible after accepting the overtime assignment. The paid overtime period starts when the employee reports to the overtime assignment ready for duty.

**F. Hold Over for Arrival of an Employee Working Overtime**

For the purposes of determining who is eligible to work Hold Over, the date last worked, rather than accrued hours, shall be used. In situations where an employee has not yet reported to work for an overtime period – usually for a Short Notice vacancy – another employee may have an opportunity to Hold Over until the reporting employee is ready for duty. In the event that all members signed up as “Available” in TeleStaff turn down the overtime opportunity, and should



## DIRECTIVE

<b>Topic No:</b>	<b>1003.02</b>
<b>Date:</b>	<b>05-26-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>05-26-2023</b>
<b>Replaces:</b>	<b>Same, dated 06-01-18</b>

**Topic: Fire Dispatch Overtime Procedures**

Short Notice Hiring fail to produce a member willing to work, Hold Over members may be offered to stay for the remainder of the overtime period. The overtime hours will be logged into the member's overtime bucket the same as Urgent Hire. The employee holding over will be paid for the period he/she works beyond his/her normal work period. Hold Over opportunities shall be offered to employees of the same rank as the open position, with priority given to the employee with the "oldest" Hold Over work date. In the event of an Officer not being available to Hold Over, a qualified Dispatcher may accept a Hold Over until the employee working overtime arrives. The goal is to have the FDU fully staffed at all times.

**Eligibility to Work Hold Over** – Hold Over will be offered to regularly assigned employees going off shift and who are on-site when the need for Hold Over occurs. Hold Over shall be offered first to the eligible member with the "oldest" previous date of working Hold Over, or by seniority at that date.

**Mandatory Hold Over** – If no eligible member accepts the Hold Over, the off-going member who was to be relieved shall be obligated to stay for up to eight (8) hours or until the position is filled and they have been relieved. Members selected for Hold Over will be at the discretion of the Assistant Chief of Technical Services or their designee.

**G. Actual Time Worked**

TeleStaff overtime records shall reflect the actual time worked. If the Fire Dispatcher's actual work hours must be adjusted, the Fire Dispatch Unit Captain and/or Assistant Chief and/or TeleStaff Coordinator shall make the necessary correction(s) to ensure that the proper hours are recorded for each employee working in that period. Total hours worked for one or more employees in an overtime period shall not exceed the total length of the period.

***For example:***

There is a 24-hour Short Notice overtime vacancy. A Firefighter already working "holds over" for 1.5 hours while another Firefighter responds to work overtime. The Firefighter who holds over will be paid for 1.5 hours of overtime and the responding Firefighter will be paid 22.5 hours of overtime for a total overtime of 24 hours. Any mandatory hold-over is considered an extension-of-shift. The member holding over will only be paid for the actual hours held-over.

**H. Employee Unable to Work Overtime Already Accepted**

Any employee who has accepted overtime after being contacted, who then cannot work the overtime SHALL contact an on-duty Fire Dispatch Unit Company Officer or Acting Company Officer as soon as that circumstance is known. Members who are canceling their overtime opportunity will not have hours charged to their overtime bucket, if the cancellation is made prior to 0600 hours, two days (48 hours) prior to the start of their accepted overtime assignment. A

## DIRECTIVE

<b>Topic No:</b>	<b>1003.02</b>
<b>Date:</b>	<b>05-26-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>05-26-2023</b>
<b>Replaces:</b>	<b>Same, dated 06-01-18</b>

**Topic: Fire Dispatch Overtime Procedures**

cancellation received after 0600 hours, two days (48 hours) prior to the start of the overtime shift will result in hours charged to the member's overtime bucket.

**I. Maximum Allowable Hours (Fire Dispatch Unit)**

The maximum number of consecutive hours that an employee can work at the Fire Dispatch Unit is forty-eight (48) unless authorized by the Fire Chief or his/her designee. A minimum of twelve (12) hours off-duty must precede and follow a period of forty-eight (48) continuous Fire Dispatch Unit hours worked. This requirement applies to overtime and time trades, but does not include time worked because of Recall, non-voluntary extension of an employee's work shift, or time worked on Hold Over. Every employee has access to TeleStaff and his/her personal record of hours worked under each work code. An employee who, by accepting overtime, would work more than the allowable hours MUST decline overtime if offered by the TeleStaff system. The 48-hour rule may be waived in cases where a member has been authorized to work more than 48 consecutive hours if the occurrence is approved by the Chief of the Department, the Deputy Chief, or the Division Chief of Technical Services, and that opportunity satisfies the operational needs of the Fire Dispatch Unit.

**J. Overtime Records**

Overtime is recorded by the TeleStaff system when the employee accepts the overtime assignment. The Fire Dispatch Unit Captain and/or Assistant Chief or the TeleStaff Coordinator may also enter or adjust overtime in TeleStaff. All overtime hours worked will remain a permanent part of the employee's TeleStaff record. Those hours will determine the employee's place on the overtime opportunity list.

**K. Return from an Extended Absence**

Employees returning to duty from an authorized extended absence, regardless of its nature, will be placed into the overtime rotation based upon their earned overtime hours. Extended absences include but are not limited to: Line of Duty Injury (LOD), Non-Line of Duty Injury (NLOD), Family Medical Leave (FML), administrative leave (ADL), administrative assignment, vacation (VAC), Accumulated Sick Leave (ASL), or qualifying Military Leave (ML).

Extended absence does NOT include any absence or leave that would otherwise not accrue other benefits. In these instances, the member returning to the FDU will have their overtime hours re-averaged to the number of hours in-place at the time the member was placed on leave.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.02
Date:	05-26-2021
Approved:	JAV
Review Date:	05-26-2023
Replaces:	Same, dated 06-01-18

Topic: Fire Dispatch Overtime Procedures

**L. Availability for Operations Call-Back and Overtime**

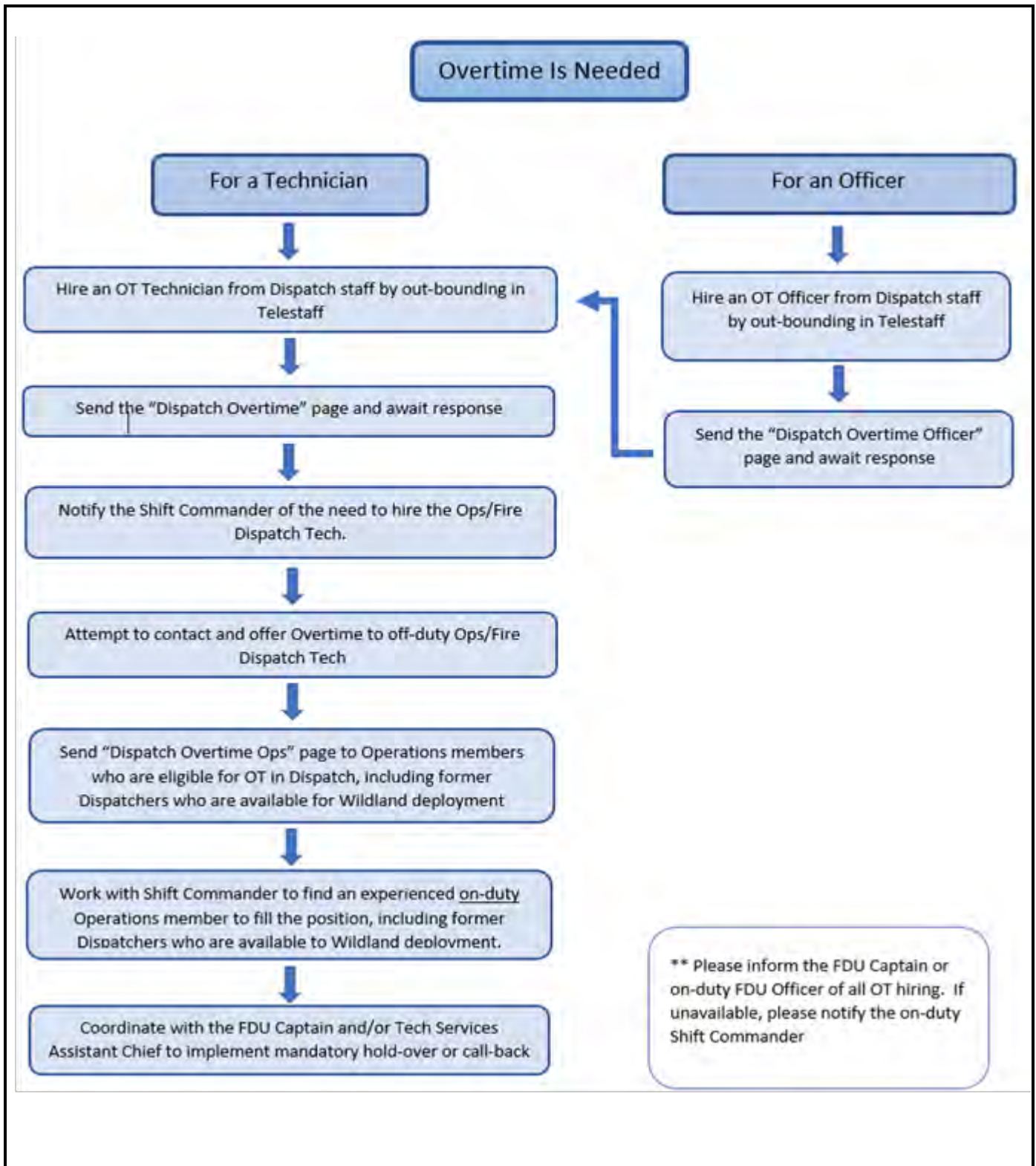
Employees who are qualified to return to the Operations Division will also be allowed the opportunity to work Overtime in Operations and may be subject to emergency call-back in Operations. Both of these situations will be at the discretion of the Shift Commander and with the approval of the Technical Services Assistant Chief.

NOTE: The effectiveness of this Directive will be evaluated on an ongoing basis and revisions will be implemented as needed.

DIRECTIVE

Topic No:	1003.02
Date:	05-26-2021
Approved:	JAV
Review Date:	05-26-2023
Replaces:	Same, dated 06-01-18

Topic: Fire Dispatch Overtime Procedures



DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.03
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Review Date:	02-18-2022
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Topic: Overtime Procedures  
Fire Prevention Division

**A. SCOPE**

It is the intent of the Denver Fire Department’s Fire Prevention Division to offer overtime opportunities in an equitable manner to all eligible Fire Prevention Division members. To ensure fairness, consideration will be given to the following:

- Providing opportunities to members based on hours worked, qualifications, availability, consistency, and equality.
- To the benefit of all stakeholders, the Denver Fire Department will provide the most appropriate level of assignment to render services and maintain the highest standards of preparedness and prevention.

**B. OVERSIGHT AND ENFORCEMENT**

The procedures within this directive will be overseen by the Division Chief of the Fire Prevention Division or his/her designee. The enforcement will be the responsibility of the Captains of Fire Prevention under the direction of the Assistant Chief of the Fire Prevention Division.

**C. PERSONNEL RESPONSIBILITIES**

Each member assigned to the Fire Prevention Division is responsible for the following:

- In accordance with FCM 138-2016, dated November 9, 2016, members must provide and verify their updated contact information in TeleStaff and the DFD Web. This is to include updating contact information after inter-division transfers.
- Each member must ensure that their individual password and login credentials are valid and properly functioning at all times. Refer to FCM 062-2019, dated June 10, 2019, for resetting TeleStaff passwords.
- Ensuring that *Advance Availability* is properly entered on the appropriate dates.
- Contacting a Fire Prevention Captain on-duty to report any items of concern regarding overtime opportunities, login issues, and any questions pertaining to overtime. In the event of an absence of all Fire Prevention Captains, members are to contact the Assistant Chief of Fire Prevention for assistance.

**D. DEFINITIONS**

- *Advance Availability* – The process of a member entering in TeleStaff her/his desire and availability to work overtime prior to the time that vacancies occur. Once entered, members may change their availability status as they deem necessary to their individual needs.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.03
Date:	02-18-2020
Approved:	MA
Review Date:	02-18-2022
Replaces:	NEW

Topic: Overtime Procedures  
Fire Prevention Division

At the present time, within the Fire Prevention Division, members are permitted to enter Advance Availability with no future time parameters.

NOTE: This definition differs from the Operations Division in which members may not enter Advance Availability more than 90 days in advance.

- *Advance Hiring (Pre-Hire Overtime)* – Hiring which takes place for known/scheduled opportunities/assignments based on the needs of the Division and a member’s Advanced Availability as entered in TeleStaff. Lead time for Advanced Hiring is contingent on the overall needs of the Division and the notice provided prior to Advanced Hiring Opportunities.
- *After Hours Pay 1.5* – Overtime pay compensation which comes from the Department’s annual budget. After Hours Pay overtime is paid at a rate of 1½ times a member’s regular hourly pay.
- *After Hours Comp. Time 1.5* – Compensation (Comp) time that may be taken instead of overtime pay. After Hours Comp. Time is paid at a rate of 1½ times the amount of time a member actually worked an overtime assignment.
- *Cancellation by Contractor* – An overtime assignment which is cancelled by the contractor for reasons beyond the control of the Fire Prevention Division. When such cancellations occur, members assigned to the overtime opportunity must still be present at the start time of the assignment and remain at the location for a minimum of 15 minutes. Members must record their time for *Cancellation by Contractor* in Accela.

**Members who are assigned to an overtime opportunity which has been cancelled by the contractor are NOT permitted to work an additional assignment at the same time in which the cancelled item is scheduled. Assignments cancelled by contractors will remain in TeleStaff as billing will reflect the scheduled member(s), date, and time.** Members must record their time for *Cancellations by Contractors* in Accela.

- *Cancellation by Contractor (Approved by Fire Prevention)* – An overtime assignment may be cancelled by a contractor or an event’s responsible party with the approval of the Division Chief or his/her designee. In such occurrence, the TeleStaff Captain will remove the member(s) assigned to work on TeleStaff and the overtime hours will be credited back to the member’s bank. Upon the member being removed from the cancelled (and approved) assignment, the member may then place themselves back as *Available* for other overtime opportunities in the now vacant time slot.



DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.03
Date:	02-18-2020
Approved:	MA
Review Date:	02-18-2022
Replaces:	NEW

Topic: Overtime Procedures  
Fire Prevention Division

- *Contractor Paid Comp. Time* – Comp. Time that may be taken instead of overtime pay. Contractor Paid Comp. Time is paid at a rate of 1½ times the amount of time a member actually worked an overtime assignment. Contractors reimburse the City for Contractor Paid Comp. Time. Contractor Paid Comp. Time does not affect the Department’s annual budget.

As outlined on DFD Internal Correspondence, *Accumulation of Compensation Time in FPD*, dated August 12, 2019, the total accumulation of Comp Time in a member’s bank shall not exceed a maximum of 20 hours. Supervisors will monitor this accumulation and it will be at the discretion of the Division Chief of the Fire Prevention Division or his/her designee to modify the maximum allotted Comp Time hours at any point necessary.

- *Contractor Paid Overtime 1.5* – Overtime paid out at 1½ times a member’s regular hourly pay. Contractor Paid Overtime is reimbursed to the City by the contractor and does not affect the Department’s annual budget.
- *Holiday Contractor Paid Overtime* – Overtime opportunities which occur on a contractual holiday as recognized by the City and County of Denver and the Denver Firefighter’s Local 858 Collective Bargaining Agreement. Holiday Contractor Paid Overtime is paid out at 1½ times a member’s regular hourly pay. Holiday Contractor Paid Overtime is reimbursed to the City by the contractor and does not affect the Department’s annual budget.
- *Kelly Day (KD) / Vacation Overtime* – Overtime assignments/opportunities which members are permitted to work on assigned Vacation Days and Kelly Days.

In accordance with DFD Internal Correspondence *Accumulation of Compensation Time in FPD*, dated August 12, 2019, members are NOT permitted to receive Comp Time as their form of compensation for overtime assignments worked on Vacation Days.

- *Normal Assignment* – This is a member’s regular Department assignment. The job and/or duty performed must be part of the job description for the member’s permanently assigned position. USAR, Wildland, Adjunct Instructor (unless assigned to the Denver Fire Academy), or other administrative assignments are not considered part of a member’s normal assignment.
- *Normal Overtime* – Overtime assigned under normal circumstances. The member performing duties related to his/her permanent assignment or as approved according to the needs of the Division and/or Department.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.03
Date:	02-18-2020
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Review Date:	02-18-2022
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Topic: Overtime Procedures  
Fire Prevention Division

- *Overtime* – Overtime shall include any extension of shift, extra duty, or recall period when a member is entitled to extra compensation for the time worked.
- *Overtime Environment* – The normal work hours for the job being performed on Overtime. The Overtime Environment for DFD support positions is 40 hours per week / 8-10 hours per shift.
- *Pre-Staff* – Staffing pre-assigned members to an overtime assignment, fire alarm test or location. Pre-Staff is based on the expertise, training and/or consistency of venues, site locations, and systems.

Pre-Staff may necessitate deviation from “normal” overtime procedures to include the usage of the same personnel for the duration of a venue or property’s testing and construction duration. In addition, Pre-Staffing can be based on factors including, but not limited to; staffing needs of the Division, members’ qualifications and appropriate staffing to conduct the duties of the overtime assignment. This consideration is given to provide both the Fire Prevention Division and all stakeholders with effective and efficient acceptance testing.

- *Short Notice Availability List* – List maintained by the Fire Prevention Captains consisting of members who request to be contacted for Short Notice overtime opportunities. Members wishing to place themselves on the Short Notice Availability List may contact their respective Captain. Written verification through email will be provided to the requesting member that they are on the Short Notice Availability List. This list will be updated on an as-needed basis.
- *Short Notice Hiring* – Hiring that takes place less than 12 hours before the start of an overtime opportunity. TeleStaff will be the primary hiring method for staffing. However, manual calling by the TeleStaff Captain on-duty may be employed. Also, hiring may be done out of order to ensure the assignment is filled with the appropriately qualified personnel.
- *TeleStaff Coordinator* – A Command Officer (Captain or above) assigned to the Administration Division who is appointed by the Division Chief to be responsible for the oversight of TeleStaff utilization functions.



DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.03
Date:	02-18-2020
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Review Date:	02-18-2022
Replaces:	NEW

Topic: Overtime Procedures  
Fire Prevention Division

- *Tester Designations* – Three (3) established designations for testing assignments within the Fire Prevention Division. The Tester Levels identified are in accordance with DFD Internal Correspondence *Establishment of Tester Levels for Overtime / Temporary Assignments*, dated May 15, 2017.
  - *Basic Tester* – Member with minimal testing knowledge. Basic Testers are only assigned to assist Primary and Secondary Testers. A Basic Tester does not conduct any tests individually.
  - *Secondary Tester* – Member possesses all the Knowledge, Skills, and Abilities (KSAs) of a Basic Tester and has completed the Division required Secondary Tester training and sign-off sheets.
  - *Primary Tester* – A present or former member to the Systems Testing Group of the Fire Prevention Division. Primary Testers have the ability to lead a test regardless of the size, complexity, and scope of work. Possesses the KSAs of both Secondary and Basic Testers and has completed the Division required Primary Tester training and sign-off sheets.
- *TeleStaff Captain* – The on-duty Captain from the Fire Prevention Division assigned to address all TeleStaff related duties over a given time period.
- *Overtime Bucket* – A location within TeleStaff where the number of overtime hours is recorded. The overtime hours will be recorded as the specific type of overtime assigned and worked, i.e., before/after-hours testing, fire watch, etc.

**E. TYPES OF OVERTIME**

- *Fire Alarm Testing* – Acceptance testing of life safety systems in new and existing buildings.
- *Fire Watch* – A temporary measure designed to ensure occupant, public, and first responder safety. Fire Watch is due to items including, but not limited to; potentially hazardous conditions or a reduction in safety due to the occupant load, crowd movement, type of performance, display, exhibit, use, contest, activity; impairment to a fire protection or other life safety system, or any similar condition, in any building, premises, or property.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.03
Date:	02-18-2020
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Review Date:	02-18-2022
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Topic: Overtime Procedures  
Fire Prevention Division

- *Mandatory / Recall* – Such a condition is reserved as a right of management and is further authorized by the Fire Fighters Agreement (Contract) in Article VIII – “CALL BACK COMPENSATION, FIRE FIGHTER OBLIGATION, AND OVERTIME.” If, in the sole opinion of the Fire Chief or his/her designees, it is necessary to call fire fighters back to work during their normal time off, such recalled fire fighters must report for duty. Failure to report for duty, if personally contacted, shall subject such fire fighter to disciplinary action pursuant to the Charter of the City unless reporting is excused by the Chief or his/her immediate designee. In the case of a refusal, inability to work, or failure to report for duty, if personally contacted, may subject such member to disciplinary action as determined by the Chief or his/her immediate designee. Employees may be recalled as deemed necessary by the Chief or his/her immediate designee, based on their normal work location, by their operational capability, or by the proximity to the need for additional staffing, etc.
- *Pyro (Pyrotechnics)* – Code enforcement and observation at Pyro displays within the enforcement areas which includes both indoor and outdoor events. Pyro includes, but is not limited to: fireworks, propane and flame effects, foggers, and hazers. The placement of members on the Pyro List is in accordance with DFD Internal Correspondence *Expansion of Pyro List*, dated May 11, 2018.
- *Street Festivals / Parades* – An event taking place in public parks and street thoroughfares requiring inspection and approval through Special Events.
- *System Monitoring* – Personnel assigned to supervise and control life safety systems at specified venues during events where parts of the fire alarm system are disabled. System Monitoring is conducted at venues such as Empower Field at Mile High and any other location in which a Fire Watch is conducted to include Special Details and venue requests.

NOTE: Empower Field at Mile High: At the request of stadium management, the list of qualified personnel to conduct system monitoring at Empower Field at Mile High is maintained at seven (7) members; two (2) primary and five (5) backup.

## DIRECTIVE

<b>Topic No:</b>	<b>1003.03</b>
<b>Date:</b>	<b>02-18-2020</b>
<b>Approved:</b>	<b>MA</b>
<b>Review Date:</b>	<b>02-18-2022</b>
<b>Replaces:</b>	<b>NEW</b>

**Topic: Overtime Procedures  
Fire Prevention Division**

## **F. OVERTIME FORMS**

- **Overtime Forms are to be submitted immediately upon the completion of an overtime assignment.**
- Email the document to [DFDPreventionOT@denvergov.org](mailto:DFDPreventionOT@denvergov.org) upon the completion of an assignment. This email is monitored, and all overtime forms submitted will be processed by one of the three Captains assigned to Fire Prevention.

Overtime slips must be submitted directly to the Fire Prevention Captains through the email address referred to in this section and not to any other parties.

- Failure of submittal upon completion of an assignment may result in Department disciplinary action including temporary of removal from overtime assignments. *Failure to submit forms in a timely manner may result in delayed billing for the Department.*
- Overtime forms which are not completed correctly will be returned to the member for corrections. Information which needs to be accurate on all forms includes, but is not limited to:
  - a. Date
  - b. Start & end time / total number of hours worked
  - c. Address of overtime assignment
  - d. Permit number (if applicable)
  - e. Appropriate compensation box desired by member - Pay or Comp Time

If an overtime slip is returned to a member, the member will have a period of 24 hours to resubmit the corrected form. Corrected / Adjusted Overtime slips must be submitted directly to the Fire Prevention Captains through the email address referred to in this section and not to any other parties.

- All corrections will be made by the member who worked the overtime. Adjustments to overtime forms will not be made by Captains, Lieutenants, or any other party who did not work the overtime assignment.
- Only one overtime slip is required per assignment worked. Multiple members working the same overtime assignment can utilize one form. Only one line on the overtime slip should be used per assignment/member (including assignments that start and end on different days).

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.03
Date:	02-18-2020
Approved:	MA
Review Date:	02-18-2022
Replaces:	NEW

Topic: Overtime Procedures  
Fire Prevention Division

- Members shall ensure that they designate whether they are to receive Overtime or Comp. Time for each assignment worked.

**G. AUTHORIZED OVERTIME HOURS**

- Hour blocks for overtime assignments worked are as follows:
  - Weekdays – Three (3) hours
  - Weekends/Holidays – Four (4) hours
  - Times extended for overtime assignments will be in 15-minute increments
- Members are permitted to work a maximum of two (2) overtime assignments on a scheduled work day and three (3) overtime assignments on a non-scheduled work day. Any overtime assignments exceeding these maximums will be approved by the Assistant Chief of Fire Prevention on a case-by-case basis.
- Members may utilize Vacation, Kelly Days, and Comp. Time to work overtime assignments for pay.
- Members may NOT earn Comp. Time when working an overtime assignment on their Kelly Day or while utilizing Vacation or Comp Time.

**H. REPORTING FOR AN OVERTIME ASSIGNMENT**

In compliance with Department Directive 1020.00 *Code of Conduct*, members must observe the work hours of their position, this is to include accepted overtime assignments within the Fire Prevention Division.

- Members are expected arrive on time or prior to the overtime assignment start time.
- Members anticipating being late to an overtime assignment must contact the contractor or property representative, and any other Division members assigned to the Overtime assignment. In addition, member must notify one of the Captains by phone upon recognition that they will arrive after the overtime assignment’s scheduled start time.
- If a member is unable to work an overtime assignment after he/she has accepted the opportunity, the member must contact one of the three Captains assigned to the Division and attempt to get it reassigned. Ultimately, the accepting member is responsible for ensuring the vacancy is filled with an appropriately qualified member.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.03
Date:	02-18-2020
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Review Date:	02-18-2022
Replaces:	NEW

Topic: Overtime Procedures  
Fire Prevention Division

- Depending on circumstances and on a case-by-case basis, TeleStaff and/or manual hiring will be utilized in an attempt to fill the vacated overtime assignments. Captains will maintain a short notice list for hiring if necessary.
- Members failing to show up for an accepted overtime assignment, and who have not notified any Fire Prevention Captain, can be subject to Department discipline.
- Members who fail to be present for an overtime assignment are required to contact one of the three Captains assigned to the Division and provide reasoning for their absence. If none of the three Captains are available, the member will then contact the Asst. Chief of Fire Prevention.
- Members who fail to show for an overtime assignment will have the hours from the scheduled overtime added to their OT Bucket. Additional penalties and discipline will be determined on a case by case basis.
- If a member is a no-show, the attending member(s) will conduct the assignment (if possible). The attending personnel will inform an FPD Captain or Assistant Chief of staffing issues. If the assignment is completed, this notification is due upon the submittal of the overtime slip at the conclusion of the assignment.
- All absences will be documented by the Captains of the Fire Prevention Division and will be maintained on file. Repeated absences are subject to Departmental Discipline and will be addressed on a case by case basis by the Division Chief of Fire Prevention or his/her designee.

**I. PREVENTION OVERTIME FOR MEMBERS NOT ASSIGNED TO THE DIVISION**

At the discretion of the Chief of the Department and approval of the Division Chief of Fire Prevention or his/her designee, members who were previously assigned to the Fire Prevention Division will be included in the overtime eligibility pool and will be allowed to work Fire Prevention Division overtime. Such members, at a minimum, must maintain NFPA Inspector I Certification and obtain the proper Knowledge, Skills, and Abilities (KSAs).

**J. OUTBOUNDING PROCEDURES**

- Outbounding and hiring for overtime opportunities will primarily be performed through TeleStaff.

## DIRECTIVE

<b>Topic No:</b>	<b>1003.03</b>
<b>Date:</b>	<b>02-18-2020</b>
<b>Approved:</b>	<b>MA</b>
<b>Review Date:</b>	<b>02-18-2022</b>
<b>Replaces:</b>	<b>NEW</b>

**Topic: Overtime Procedures  
Fire Prevention Division**

- If TeleStaff is inoperable for reasons beyond the control of the TeleStaff Coordinator and/or TeleStaff Captain, outbunding and hiring for overtime opportunities will be performed manually by the TeleStaff Captain on-duty.
- Outbunding for overtime assignments will be conducted on weekdays between 0700 – 1300 hours. Outbunding may occur outside of this time frame for emergent situations in which staffing is required for an overtime opportunity/assignment.
- Manual calling (hiring without use of TeleStaff) by Captains can be performed due to the development of unforeseen circumstances in which assignments need to be filled in an immediate manner. This includes, but is not limited to:
  - Last minute notice fire watch, test, or assignment
  - Necessity for a job in which a specific qualification is necessary
  - Short notice replacement and/or coverage of a member who is unable to attend an accepted assignment
- Staffing of overtime assignments, in which TeleStaff hiring is not utilized, will be performed manually by the Division Captains and, as such, they will utilize their discretion to effectively fulfill the vacancy.

#### **K. AVERAGING AND ZEROING OF HOURS**

Upon members becoming a Basic, Secondary, and Primary Tester designation, they will be placed in the average number of hours of the appropriate designation.

Members who are newly assigned to the Division will also be placed in the average number of hours of their respective group or tester designation. Hours will be printed and made available on a requested basis by the Assistant Chief of Fire Prevention and be distributed to all members.

On an annual basis, effective January 1<sup>st</sup> of each calendar year, all hours worked for all members within the Fire Prevention Division will be zeroed out.

#### **L. RETURN FROM AN EXTENDED ABSENCE**

Members returning to duty from an authorized extended absence, regardless of its nature, will be placed into the overtime rotation based upon their earned overtime hours. Extended absences include, but are not limited to: Line of Duty Injury (LOD), Non-Line of Duty Injury (NLOD), Family Medical Leave (FML), Administrative Leave (AL), Administrative Assignment, Vacation (VAC), Accumulated Sick Leave (ASL), or qualifying Military Leave (ML). Extended absence does **NOT** include any absence or leave that would otherwise not accrue benefits.

## DIRECTIVE

Topic No:	1003.03
Date:	02-18-2020
Approved:	MA
Review Date:	02-18-2022
Replaces:	NEW

**Topic: Overtime Procedures  
Fire Prevention Division**

### **M. OVERTIME RECORDS**

Overtime is recorded by the TeleStaff system when the member accepts the overtime assignment. Division Captains or the Division Assistant Chief may also enter or adjust overtime in TeleStaff as needed.

All overtime hours worked will remain a permanent part of the employee's TeleStaff record. Overtime hours worked within a calendar year will be recorded in either the Fire Prevention Division miscellaneous (FPB MISC) bucket or the Fire Prevention Division Fire Watch (FPB Fire Watch) bucket. These buckets are temporary and are zeroed out at the beginning of each calendar year. The hours in the Division temporary buckets will determine the member's place on the Division overtime opportunity list.

### **N. SUPPRESSION OVERTIME WHILE ASSIGNED TO THE FIRE PREVENTION DIVISION**

In accordance with Fire Chief Memo 115-2018, *Sub-Division and Airport Division Overtime Opportunities*, dated October 16, 2018, under the approval of the Chief of the Department and/or the Fire Prevention Division Chief, members assigned to the Fire Prevention Division may work overtime in a suppression assignment. These opportunities will arise based on Department staffing needs. The hours accrued by a member working a suppression overtime will not be counted against the members Fire Prevention Division hours.

Members who work Operations overtime opportunities shall be in compliance with Department Directives pertaining to the Operations Division including, but not limited to: 1054.00 (Re-Kindle), 1058.00 (Performance Evaluation), and 1059.00 (Firefighter Return to Active Suppression Program).

### **O. PRE-GRIEVANCE PROCEDURES**

Before taking steps to initiate a formal grievance, members within the Division are encouraged to take the following steps:

1. Utilize the Chain of Command to address the potential dispute at the lowest possible level. If the potential dispute is resolved, the member will receive documentation through email that will entail the item(s) addressed and resolution measures taken.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1003.03
Date:	02-18-2020
Approved:	MA
Review Date:	02-18-2022
Replaces:	NEW

Topic: Overtime Procedures  
Fire Prevention Division

2. Pre-Grievance Meeting – If the member’s potential dispute cannot be resolved utilizing the Chain of Command, a Pre-Grievance meeting will be arranged with the Fire Prevention Command Staff. Possible meeting attendees can include Union Representation and the Department TeleStaff Coordinator.
3. Grievance Procedure Assistance – If resolution cannot be reached by either method outlined in items #1 and #2, the member will be offered assistance on how to submit a formal grievance.

P. DIRECTIVE EFFECTIVENESS

The effectiveness of this Directive will be evaluated on an ongoing basis and revisions will be implemented as needed. The Division Chief of Fire Prevention or his/her designee are authorized to deviate from this Directive if, by their discretion, it is in the best interest of the Department, Division, and all stakeholders.



DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1004.00</b>
<b>Date:</b>	<b>05-05-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>05-05-2023</b>
<b>Replaces:</b>	<b>Same, dated 08-03-10</b>

**Topic: Attendance at Incidents**

**PURPOSE:** To address who is authorized to respond to incidents.

**SCOPE:** Applies to all personnel

The only personnel authorized to respond to incidents are:

- A. On-duty personnel dispatched by Fire Alarm, or
- B. Personnel paged by an authorized designee of the Department, or
- C. Other individuals, with a letter of and/or authorization from the Chief of the Department, which may include the following but are not limited to:
  - 1. Department Command Staff
  - 2. Department Duty Chief and Division Duty Officers as assigned
  - 3. Support personnel requested by the Incident Commander
  - 4. Public Information Officer

Anyone responding to an incident shall report to the Staging Officer (if assigned) or to the Incident Commander.

Any member responding to an incident will notify Dispatch to assign them to the incident for accountability purposes.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1005.00
Date:	06-10-2021
Approved:	JAV
Review Date:	06-10-2023
Replaces:	Same, dated 04-22-14

Topic: Time Trades

**PURPOSE:** This policy covers the trading of time from one member to another.

**SCOPE:** Applies to all DFD uniformed personnel

Trading of time is allowed as a privilege and should not be an assumed right by the members of the Denver Fire Department. Trade privileges can be revoked by a Company or Chief Officer. It is the intent of this policy that time trades will not cost the City money. Members participating in shift trades shall agree to follow this policy. Requesting or working a shift trade shall imply consent and agreement to rules of this policy.

Shift trades are addressed under the Fair Labor Standards Act:

**Trade Policy and Fair Labor Standards Act: Title 29 Code of Federal Regulations 553.31:**

*“Two individuals employed in any occupation by the same public agency may agree solely at their option and with the approval of the public agency, to substitute for one another during scheduled work hours in performance of work in the same capacity. The hours worked shall be excluded by the employer in the calculation of the hours for which the substituting employee would otherwise be entitled to overtime compensation...”* The regulations state that this may occur *“only if employees’ decisions to substitute for one another are made freely and without coercion, direct or implied.”*

*“A public agency which employs individuals who substitute or ‘trade time ... is not required to keep a record of the hours of the substitute work.”*

**I. GENERAL RULES FOR TIME TRADES**

- A. Trades are a contract between members; all time traded shall be tracked by the members. Due to the complexity of multi-way trades, in which only the member off and the member working the trade are listed in TeleStaff, TeleStaff should not be used as a member’s sole means to track trades.
- B. For the protection of the member and legal considerations regarding possible workers’ compensation claims, all trades between members, regardless of the duration of time, shall be entered into TeleStaff.
- C. Trades for day off employment are prohibited unless approved by the Chief of the Department or designee.
- D. Time trades are for time only; pay for trades is strictly prohibited. Members paying for time and/or receiving compensation other than time will be disciplined.
- E. Working a trade shall not result in any member working more than 48 consecutive hours.

## DIRECTIVE

<b>Topic No:</b>	<b>1005.00</b>
<b>Date:</b>	<b>06-10-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>06-10-2023</b>
<b>Replaces:</b>	<b>Same, dated 04-22-14</b>

**Topic: Time Trades**

- F. Members who agree to work a trade and fail to show up to work will be considered absent without leave (AWOL) and will be subject to discipline.
- G. Members who agree to work a trade will work at the assignment of the member they are working for, unless the District Chief approves or recommends a different assignment based on staffing needs of the City.

## II. TRADES WILL BE RANK FOR RANK

- A. Lieutenants and Captains will be considered to be the same rank for purposes of the Time Trade Policy.
- B. Technicians and Firefighters of grades 1 – 3 will be considered as the same rank for purposes of the Time Trade Policy.
- C. Trades for fourth grade firefighters will be considered on a case by case basis and only with the approval of the District Chief and with notification to the Training Division.
- D. Trades between Engineers across district boundaries will be allowed.
- E. Engineers may work a trade with a firefighter within the same house, as long as:
  1. The Engineer accepts that they will work as an Engineer anywhere in the City when paying the trade back.
  2. The firefighter is certified to drive and operate the affected apparatus.
  3. The Officer has approved the trade.
  4. The exception to this is donated trades (see XIII Donation of Trades).
- F. Firefighters who are working for an Engineer will be paid acting pay on the day that they drive.

## III. ENTERING TRADES

- A. Only members working the trade shall enter the trades in TeleStaff, with the exception of short notice trades. The member entering the trades will enter notes as to who they are working for and shall notify the appropriate Company Officer. Both members working and not working will verify that notes have been entered. By signing up to work the trade, members are stating that they are certified to work in the position which the trade will affect. Entry into TeleStaff will be considered an electronic signature. Example: Lou for Lyle
- B. Multi-way trades between more than two members are allowed. TeleStaff should only reflect the member off on trade and the member working the trade. The note field under the trade for both members will detail the multi-way trade specifics. Members entering the trade are responsible for placing the multi-way trade scheme in the notes section for reference. Example: Lou for Lyle for Lars

## DIRECTIVE

<b>Topic No:</b>	<b>1005.00</b>
<b>Date:</b>	<b>06-10-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>06-10-2023</b>
<b>Replaces:</b>	<b>Same, dated 04-22-14</b>

**Topic: Time Trades**

#### **IV. TRADE APPROVALS**

- A. All trades must be entered into TeleStaff and approved by a supervisor. Members who are requesting to be off of duty on trade are required to verify approval of the trade.
- B. Any unapproved trades shall be void; the member who agreed to work the trade shall be sent home and the member off will be AWOL and subject to discipline.

#### **V. TRACKING OF TRADES**

All members are required to keep track of their trades. Due to the complexity of multi-way trades, in which only the member off and the member working the trade are listed in TeleStaff, TeleStaff should not be used as a member's sole means to track trades.

#### **VI. EXTENDED ABSENCE AND TRADES**

Members requesting leave which would result in more than 60 consecutive calendar days off must present a written request for leave to the Chief of the Department or designee. This leave may include any days off due to vacation, accumulated sick leave, Kelly Days, administrative leave, and trades. For leave greater than 60 calendar days, approval from the Chief of the Department or designee must be granted prior to the approval of trades.

#### **VII. DEPARTMENT TRAINING AND TRADES**

Members who are off on trade and miss scheduled training, in-service instruction, or scheduled drill ground evolutions are required to make up the missed training at no cost to the Department.

#### **VIII. TRADES AND BEREAVEMENT LEAVE**

- A. Members who are signed up to work a trade for another member and are absent due to bereavement leave are still responsible to cover the trade, either by working the trade or by having a replacement to work the trade for them. If no replacement is made, time will be removed from the member's sick leave at a normal rate of time.
- B. Members on bereavement leave can contact the on-duty District Chief within their district to request assistance in covering the trade. If no one agrees to work the trade, time will be charged against the member's NLOD time.

## DIRECTIVE

<b>Topic No:</b>	<b>1005.00</b>
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<b>Replaces:</b>	<b>Same, dated 04-22-14</b>

**Topic: Time Trades**

## **IX. MISSING A TRADE DUE TO NLOD**

Members who are signed up to work a trade for another member and are absent due to NLOD will have time removed from their sick leave at a normal rate of time.

## **X. WILDLAND DEPLOYMENT AND TRADES**

A Wildland deployment, while Department sponsored, is still considered day off employment, and all provisions of the Wildland Operating Procedures Standard Operating Guideline will apply.

From Directive 1087.00 *Wildland Operating Procedures*  
**Section VII. Letter C**

*“It is a member’s responsibility to make sure that the Department does not incur any costs for trades when they have been deployed. Members cannot have trades in TeleStaff while on deployment assignment. During any period, a member has made themselves available for deployments, that member is responsible for clearing all trades, both owed and owing, that fall with the deployment period prior to leaving on deployment.”*

## **XI. FAILURE TO PAY BACK TRADES**

- A. Member’s responsibility:
  1. As trades are agreements between members, all efforts to have a trade paid back need to be exhausted prior to notifying a supervisor.
  2. Notify supervisor if attempts to have a trade paid back fail.
- B. Supervisor’s responsibility:
  1. Receive claim that a trade has not been paid back.
  2. Begin investigation into the reasons why a trade has not been paid back.
    - a. Supervisors will request a letter from the member requesting a trade payback, documenting when the original trade occurred and the numerous times that trades were requested for payback.
    - b. Supervisor will request a letter from the member failing to pay back the trade, documenting the reasons for why trade has not been paid back.
- C. Documentation will be received by the Company Captain and District Chief for consideration.
- D. If a member is found to be noncompliant in paying back a trade, their trade privileges may be revoked until all trades are paid back.
- E. Cases of continual noncompliance in paying back a trade will remove all trade privileges as determined by the Company Captain with approval of the District Chief.

DENVER FIRE DEPARTMENT

DIRECTIVE

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Topic: Time Trades

F. If a member's trade privileges are revoked, the Company Captain and/or District Chief will submit a letter detailing the trade issue, the outcome of their investigation, and any removal of trade privileges to the Operations Division Chief.

**XII. TRADE ASSISTANCE**

The trade bank allows members to voluntarily sign up for days when they are available to work. Members seeking trades can contact any members who are listed on the trade bank who are the same rank to discuss trade arrangements. Trades utilizing the trade bank will still require approval by the appropriate officer and follow the other rules outlined in this policy.

**XIII. DONATION OF TRADES**

Donation of trades is allowed for medical time off due to non line of duty injury or other family emergencies. Acceptance to receive donated trades, and the amount thereof, is only allowed with the approval from the Chief of the Department or designee.

- A. Rules for donated trades are outside of the normal Trade Policy and subject to the approval of the Chief of Department or designee.
- B. The donation of trades is freely given by the person working the trade with no expectation of payback.
- C. Members who donate trades can work for a member who is one rank above them or any rank below, provided that they are capable to act in the position vacated.
  - 1. Firefighters must be Firefighter 1 for one year and qualified to act as a company officer prior to working for an officer.
  - 2. Firefighters must be qualified to act as an Engineer on the apparatus where the donated trade will occur.
- D. Donated trades will be designated by a donated trade code in TeleStaff that will separate them from the normal time trade designation.

DENVER FIRE DEPARTMENT

DIRECTIVE

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Replaces:	Same, dated 08-04-2010

Topic: Checking Department Email

In order to streamline internal communications and provide the most up-to-date information to our members as quickly as possible, **all DFD members are required to check their Denver Fire Department email as part of their daily job duties.** This practice will reduce the need for hard copy distribution of much of our Department's internal correspondence and reduce waste, keeping in line with the Mayor's Greenprint Denver Initiative.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1006.01</b>
<b>Date:</b>	<b>06-10-2021</b>
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<b>Review Date:</b>	<b>06-10-2023</b>
<b>Replaces:</b>	<b>Same, dated 10-05-17</b>

**Topic:** Use of Interdepartmental Mail

**PURPOSE:** To outline guidelines pertaining to the use of interdepartmental mail

**SCOPE:** Applies to all DFD and CSA Personnel

The interdepartmental mail system is not to be utilized for sending personal information and/or messages that are not Fire Department business.

Any person and/or organization that feels a need to utilize the interdepartmental mail service for purposes other than conducting Department business must receive permission from the Fire Chief or his/her designee, prior to distribution.

Official Union and Association documents that have already been pre-approved shall continue to be authorized for interdepartmental distribution.



DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1008.00</b>
<b>Date:</b>	<b>06-08-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>06-08-2023</b>
<b>Replaces:</b>	<b>Same, dated 04-12-2022</b>

**Topic: Request for Reassignment and Drafting Process**

**PURPOSE:** To explain the procedure and associated requirements, conditions, and stipulations regarding the transfer of members from one assignment to another.

**SCOPE:** Applies to all members except for appointed management.

The transfer of Captains and Assistant Chiefs shall be at the discretion and/or final approval of the Chief of the Department or designee.

**DEFINITIONS:**

**Airport Division Assignment:**

Airport Division assignments are Aircraft Rescue and Fire Fighting (ARFF) assignments and technical suppression assignments at Denver International Airport (DEN). Assignments include all members assigned to DFD Stations 31, 32, 33, 34, 35, ARFF Training, and Fuel Inspector.

**Operations Technical Suppression Assignment:**

Operations technical suppression assignments shall be company specific, as opposed to discipline specific (i.e., hazmat, dive, high-angle, confined space, etc.). Operations technical assignments shall include all positions on E-01, E-06, E-09, TR-01, TR-09, R-01, and R-02.

**Technical Support Assignment:**

Operations, Fire Prevention, Technical Services, Administration, Safety and Training, and Airport Division staff positions.

**Requested Transfer (previously referred to as Convenience Transfer):**

Shall refer to any transfer granted as a result of a member's transfer request that was submitted via "My DFD."

**Non-management Member:**

Members holding the rank of Engineer, FF1, FF2, FF3, FF4 and EMT.

**Management Member:**

Lieutenants are considered management members, but for the purpose of this Directive, their transfers and requests for reassignment and drafting will be subject to seniority and discipline-specific certifications.

- **NOTE:** All non-appointed management who have had a satisfactory most recent Annual Review and are not the subject of any Performance Improvement Plan (PIP), will be considered for reassignment based on seniority. The transfer of **ALL** Captains and Assistant Chiefs shall be at the discretion and/or final approval of the Chief of the Department or designee.

DENVER FIRE DEPARTMENT

DIRECTIVE

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Topic: Request for Reassignment and Drafting Process

**Time Commitments for Requested Assignments (see II.):**

*One* year (12 months) for non-technical suppression assignments.

*Two* years (24 months) for technical suppression, technical support, and Airport Division assignments (unless otherwise specified in job announcement at the time of posting).

**Time Commitments for Drafted Vacancies (see II.):**

*One* year (12 months) for non-technical suppression assignments.

*Two* years (24 months) for technical suppression, technical support, and Airport Division assignments.

**I. RIGHTS OF MANAGEMENT**

Pursuant in part to Article VI, Section 1, of the Collective Bargaining Agreement between Denver Firefighters – Local 858 IAFF, AFL-CIO and the City and County of Denver, “... *the City has the sole and exclusive right to exercise all the rights or functions of management, and the exercise of any such rights or functions shall not be subject to any grievance procedure, except as to resolution of whether or not a specific matter is a management right.*”

Pursuant in part to Article VI, Section 2, of the Collective Bargaining Agreement between Denver Firefighters – Local 858 IAFF, AFL-CIO and the City and County of Denver, “*All discretionary power vested in the City and the Fire Chief shall not be exercised in an arbitrary or capricious manner.*”

The Administration Division Chief or designee administers the Request for Reassignment and Drafting Process Directive and will consult with the appropriate Division Chief or designee before making the final decision on all transfers.

The Department will follow this Directive to the best of its ability and reserves the right to correct errors that were made in good faith in the least disruptive manner possible.

The Division Chiefs, or designee(s), shall have full discretion and authority, within their respective Divisions, to transfer members within their Divisions, to leave positions vacant as deemed necessary for use by Probationary Firefighters, and/or to balance staffing between apparatus, shifts, and districts.

Written requests for accommodation of assignment due to hardship may be submitted via chain of command to the Division Chief for which the transfer is requested. The request may be considered, however is not guaranteed. Approved transfers to any support service will be for a minimum of 24 months

DENVER FIRE DEPARTMENT

DIRECTIVE

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Topic: Request for Reassignment and Drafting Process

II. GENERAL TRANSFER PROCEDURES

- A. All eligible Firefighters shall have the right to request a transfer within the provisions of this Directive. To be eligible, members shall complete their assignment obligation commitments as outlined in Section II.O. and Fourth Grade, Third Grade, and Second Grade Firefighters are **not** eligible to submit transfer requests. A member must hold the rank of Firefighter First Grade or higher to be eligible to submit a transfer request or be within the 21-day (for Operations) or 42-day (for DEN) window of the requested opening.
- B. All transfer requests shall be submitted using the “My DFD” webpage link. Responsibility for verifying the accuracy of each transfer request and that each transfer request has been posted to the Department website lies with the requesting member. *The transfer of ALL Captains and Assistant Chiefs shall be at the discretion and/or approval of the Chief of the Department or designee. The process for filling a vacancy for Captain or Assistant Chief ranks will be communicated to eligible members by the respective Division Chief. The selection process for each vacancy is subject to change. Examples may include seniority, interviews, certifications, or specific operational need.* Members are responsible for reviewing the accuracy of any transfer requests they have on file.
- C. Members can withdraw any transfer at any time unless specified in this Directive. To withdraw a transfer, the member must log into “My DFD” and select “My Transfers.” The transfer will remain active until removed by the Administration Division on the next recognized business day.
- D. A member may have a maximum of three (3) transfer requests on file (with the exception of Right of First Refusal – see II. R & S).
  - 1. Transfers to Operations Division suppression assignments must be for a specific company. A specific shift can be requested if desired.
  - 2. Transfers to the Administration Division shall be for either administrative support, Internal Affairs Unit (IAB), or Fire Investigation Unit (FIU) positions, and those assignments shall be determined by the Administration Division Chief.
  - 3. Members requesting a transfer to DEN suppression will initially submit a transfer to DEN and not a specific unit. The placement of incoming members will be based on the needs of the Division. Upon being transferred to DEN, members may submit up to three (3) transfer requests with the Division at any point.

DENVER FIRE DEPARTMENT

DIRECTIVE

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Topic: Request for Reassignment and Drafting Process

4. All other requests will be to a specific division, and assignments within those divisions shall be determined by the appropriate Division Chief or designee.

E. An **effective vacancy date** is created as a result of a transfer, promotion, demotion, separation of service, departmental expansion of service, or a positional change due to the needs of the Department and shall be considered official as of the date of transfer, promotion, demotion, separation of service, or positional change due to the needs of the Department.

F. All transfer requests shall be honored in order of seniority, unless otherwise stipulated in Sections I, II, III., with the following exception: The needs of a vacant position may require a member to possess an EMT, driver, and/or other certifications, as determined by the Division Chief or designee.

G. Time Requirements for Transfer Request on File:

1. Operations Division Transfer Requests: All transfer requests must be on file 21 days prior to the **effective transfer date**, on or following the **effective vacancy date** to be considered (i.e., for 2022, members who want to be considered or excluded for a vacancy to be filled on May 3, 2022, A-shift Sunday, would need to have their requested transfer submitted or removed before midnight on April 12, 2022).

2. Airport Division Transfer Requests: Transfer requests to or within the Airport Division assignments must be on file 42 days prior to the effective A-shift Sunday transfer date (i.e., for the aforementioned example, members who want to be considered or excluded for a vacancy at DEN to be filled on May 3, 2022, A-shift Sunday, would need or have their requested transfer submitted or removed before midnight on March 22, 2022).

Note that any member who has attended paid badging, training, etc., for a DEN position will not be allowed to withdraw their transfer request.

H. For a position identified by the appropriate Division Chief, if no transfer requests are received 21 days prior to the upcoming effective transfer date, or 42 days in the case of Airport Division assignments, all eligible members will have an opportunity to submit a transfer request and the drafting process will be initiated. Recruiting and drafting processes will run concurrently. From the date of notification, members have the opportunity to submit their transfer requests for seven (7) calendar days. *Effective* 0000 hours on the 8<sup>th</sup> calendar day, the senior eligible submitted request of transfer, in accordance with this Directive, shall be granted, unless the provisions of Section III of this Directive apply. If no transfer requests have been received by 2359 hours on the 7<sup>th</sup> calendar day, the vacancy

DENVER FIRE DEPARTMENT

DIRECTIVE

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Topic: Request for Reassignment and Drafting Process

shall be filled by the drafting process, and notices of transfers will be generated. Any promotion, retirement, or transfer that occurs **after** 0000 hours on the 8<sup>th</sup> calendar day within the current 21-day cycle **will not** be considered for the **current effective transfer date**.

- I. If the vacancy is for a **permanently assigned management level member or Engineer position** and no transfer requests have been received 21 days prior to the **upcoming** effective transfer date, or 42 days in the case of Airport Division assignments, all eligible promoted members will have an opportunity to submit a transfer request. From the date of known vacancy, members have the opportunity to submit their transfer requests for seven (7) calendar days. *Effective* 0000 hours on the 8<sup>th</sup> calendar day, the senior eligible submitted request of transfer, in accordance with this Directive, will be considered, unless the provisions of Section III of this Directive apply. Regarding Operations Division regular and technical suppression vacancies, if no transfer requests have been received by 2359 hours on the 7<sup>th</sup> calendar day, the senior roving management level officer of relevant rank or newest promoted Engineer will be administratively assigned to the vacant position. Any promotion, retirement, or transfer that occurs **after** 0000 hours on the 8<sup>th</sup> calendar day within the current 21-day cycle **will not** be considered for the current effective **transfer date**.

For a vacancy that occurred due to the submittal of a request within this allotted time frame as stated above, the effective date of this vacancy will be 21 calendar days from the effective transfer date (or the following A-shift Sunday).

- J. Where there is a permanent Officer vacancy in Operations technical or regular suppression, a roving Lieutenant who is in the top five of seniority in the roving Lieutenant pool will be eligible to submit a request of transfer to fill the technical Officer or regular suppression Officer position. Transfer requests of this nature will only be allowed for actual openings, not for assignments that are fully staffed. If granted the transfer to a technical Company, the member granted the transfer will agree to sign and comply with the stipulation policy of the company they are transferring in to and also fulfill the two-year obligation as set forth in this Directive. If the transfer is granted to a regular suppression Officer position, the member will be required to meet the one-year timeline obligation for a non-technical assignment.

Roving Lieutenants with more seniority will be allowed first right of refusal to the regular suppression and/or technical opening and will be asked to submit a letter in writing to the Administration Division, through their chain of command, stating their wish not to be considered for the opening if an Officer with less seniority than them submits a request to fill the vacancy. If more than one roving lieutenant requests the opening, the position will be granted to the most senior member. If there are no Officer transfer requests for an operational regular or technical vacancy, the senior most roving Lieutenant will be assigned to the vacancy.

DENVER FIRE DEPARTMENT

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Topic: Request for Reassignment and Drafting Process

As with all Administrative transfers, this transfer will not have time restraints attached to it and the Officer will be eligible to transfer to another assignment immediately.

- K. Members may only submit transfer requests for assignments in the rank that they presently hold.
- L. Roving Lieutenants may only submit a transfer request(s) for roving or support assignments, unless they are in the top five of seniority within the Roving Lieutenant pool and there is an Officer opening in Suppression. Any transfer requests submitted by members not in the top five of seniority will be removed.
- M. The **effective transfer date** for members transferring from one Operations or Airport Division suppression assignment to another Operations or Airport Division suppression assignment will be on an A-shift Sunday. The **effective transfer date** for all other transfers (i.e., suppression to support, support to suppression, or support to support) can be on any Sunday.
- N. Once a **requested** transfer has been granted to any assignment, all other requests by that member shall be purged, including Right of First Refusal. Specific obligations for requested assignments are as follows: one year for non-technical suppression assignments; two years for technical suppression, technical support, and Airport Division assignments (unless otherwise specified in job announcement at the time of posting). The obligation may be modified by the Chief of the Department or designee, according to Department needs.
- O. If a member has been **drafted**, the specific time obligations for assignments are as follows: one year for non-technical suppression assignments; two years for technical suppression, technical support, and Airport Division assignments. The obligation may be modified by the Chief of the Department or designee, according to Department needs.
- P. If a Division Chief or designee denies a transfer for a Firefighter or an Engineer, justification for that denial must be submitted in writing through the chain of command to the Deputy Chief of Department for approval. If the denial is upheld, a copy of the denial shall be provided to the requesting member via department email. The member's transfer request shall remain on file and will be given future consideration.

The number of positions to be staffed or filled within each division shall be determined by the Division Chief and submitted to the Office of the Deputy Chief for approval. The determination of the number of staffed positions shall not be exercised in an arbitrary or capricious manner.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1008.00
Date:	06-08-2022
Approved:	KV
Review Date:	06-08-2023
Replaces:	Same, dated 04-12-2022

Topic: Request for Reassignment and Drafting Process

Q. When it is necessary to draft a Firefighter to fill a vacancy, to include drafting of members to DEN, all members of the last class to turn First Grade Firefighter at the time of the **effective transfer date** shall be eligible (see III.B). Once it is determined that there are no more eligible members to be drafted from the last class to turn First Grade Firefighter, then all members of the next most junior class to be First Grade Firefighter will be eligible to be drafted. The Division Chief or designee may conduct interviews.

When it is necessary to draft an Engineer to fill a vacancy, to include drafting of members to DEN, only the twenty-five (25) least senior Engineers at the time of the **effective transfer date** shall be eligible (see III.B). The Division Chief or designee may conduct interviews.

R. All requested transfers shall be considered during the annual Department Reorganization and shall occur once a year, on the first A-shift Sunday in January, prior to Kelly Day and vacation selections for that given year. This date shall be determined by the Administration Division Chief. The District Administrative Chief and the Division Chief of Operations (or the Division Chief of the Airport Division as it applies to the Airport) may transfer a member between shifts within their company, district or city-wide, to balance seniority or to accommodate special needs within a specific company(ies) (i.e., EMT, certified drivers, etc.). All requested transfers shall be considered every three weeks on A-shift Sunday.

S. Division Chiefs will have the authority to temporarily transfer members, within their Division, to help manage the operational needs of both the Division and the Department. As an example, when, as determined by the District Administrative Chief, a temporary transfer is deemed to be necessary, the District Administrative Chief shall forward the request through the Shift Commander to the Division Chief for review. Upon the Division Chief's approval of the request, the member being transferred shall have the Right of First Refusal back to the assignment they held prior to the temporary transfer.

If a member has been administratively transferred as part of a Department Reorganization (see R.) to another assignment, or temporarily transferred to facilitate operational and/or Departmental needs, said member shall have an opportunity to submit a written request for transfer back to their original assignment with a one-time Right of First Refusal. An email request for transfer must be submitted through the chain of command using department email to the Administration Division Chief within nine (9) calendar days of the effective date of administrative transfer. If said member declines the opportunity to return to their original assignment, the transfer request shall be purged.



DENVER FIRE DEPARTMENT

DIRECTIVE

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Topic: Request for Reassignment and Drafting Process

III. TECHNICAL SUPPRESSION, TECHNICAL SUPPORT, AND AIRPORT DIVISION ASSIGNMENTS

General Transfer Procedures, as stated in Section II., shall apply with the following exceptions:

A. Firefighters who are First Grade and above will be considered for a technical suppression, technical support, or Airport Division assignment. In the event there are no First Grade Firefighter transfer requests on file, Second and Third Grade Firefighters may be considered for assignment during the drafting process. These members shall acquire training and applicable certifications and develop proficiencies relative to the specific technical assignment, as predetermined by the Division Chief of that assignment. All technical suppression, technical support, and Airport Division assignments will be based on training and/or certifications, as determined by the applicable Division Chief. Each Division Chief requiring certifications will submit the standards and justifications to the Office of the Deputy Chief for approval and the approved certifications shall be distributed via Fire Chief Memorandum / Standard Operating Guideline (SOG) and be posted on the Department's website, with notice via email to all DFD members. Any future changes in certification requirements shall be resubmitted for approval and distribution, as outlined above. The approved applicable certifications for these transfers override seniority. If all members being considered for the position(s) have equal certification(s), then seniority will determine the member(s) being transferred.

Prior to being considered for the transfer, applicants will be required to participate in a meeting to fully discuss the requirements and expectations of the position. Those requirements and expectations shall be acknowledged by the requesting member in writing prior to the transfer becoming effective. Failure to meet those requirements and expectations within a predetermined time frame, with adequate training opportunities, may result in a member's reassignment. The appropriate Division Chief or designee shall submit their meeting agenda for approval to the Deputy Chief. The positions of Public Information Officer, Department Recruiter(s) and Fire (Arson) Investigators shall be at the discretion of the Chief of Department. The selection of the Public Information Officer, Department Recruitment Officer(s) and Fire (Arson) Investigators will not be based on seniority and may include an interview process. The minimum time commitment for the position of Fire (Arson) Investigator will be 36 months (if requested), and 24 months if drafted.

B. Engineers and Firefighters who have completed **full support services assignment obligations (24 months)** shall **not** be considered for future drafting for the rank they held during the support services assignment.



DENVER FIRE DEPARTMENT

DIRECTIVE

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Topic: Request for Reassignment and Drafting Process

- C. Upon effective vacancy dates being established, members assigned to the Airport Division may be transferred anywhere within the Airport Division at their request through the transfer procedure of the Denver Fire Department. The transfers of members within the Airport Division supersede transfers from outside of the Airport Division due to the operational needs of the airfield and are at the discretion of the Fire Chief or their designee. Such transfers will be granted only if the member is not under any Performance Improvement Plan or disciplinary stipulations affecting a member's ability to transfer assignments. Time commitments established when the member transferred into their current position(s) will not be waived to allow such a transfer. Members holding the ranks of Captain or higher will be transferred within the Division on a case-by-case basis. This is based upon the operational needs of the Airport Division, at the discretion of the Fire Chief or their designee.

**IV. SELECTIONS OF VACATIONS AND KELLY DAYS UPON TRANSFER**

- A. Vacation Days: A pool process will be utilized for any days that a member has not used before their transfer date. Unused days will go back in the vacation pick pool as a day that will be made available on or after the transfer date. All members who are transferring on a predetermined day will be put in order of rank and seniority and allowed to pick the days that have been placed back in the pool of days available. The most senior member in the highest grade or rank shall have the opportunity to select their vacation first.
- B. Kelly Days (KD): Members granted a transfer request will assume the KD bid by the previous member in that position for the duration of the current year until the following year's initial A-Shift Sunday. Any member who vacates a position by means of a requested transfer is subject to a change in their existing KD (even if the member is transferring within the same shift, station, or district). A requested transfer is defined to include the following:
- A member being promoted
  - When a roving Lieutenant receives a permanent assignment
  - A member transferring to an assignment in which they have a transfer request on file (to include the expansion of the Department)

*For expansions of the Department, transferring members will choose Kelly Days based on availability.*

**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

<b>Topic No:</b>	<b>1008.00</b>
<b>Date:</b>	<b>06-08-2022</b>
<b>Approved:</b>	<b><i>KV</i></b>
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<b>Replaces:</b>	<b>Same, dated 04-12-2022</b>

**Topic: Request for Reassignment and Drafting Process**

**V. APPEALS PROCESS**

Transfers may be appealed using the Administrative Grievance Procedure in effect at the time of the grievance. All attempts shall be made to transfer members based on this Request for Reassignment and Drafting Process Directive. Deviation from this Directive may be considered, without setting precedent for future transfers, if it is in the best interest of the Department.

**VI. DIRECTIVE EFFECTIVENESS**

The effectiveness of this Directive will be evaluated on an ongoing basis and revisions will be implemented as needed. The Fire Chief or their designee are authorized to deviate from this Directive if, by their discretion, it is in the best interest and needs of the Department, Division, and all stakeholders.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1008.01</b>
<b>Date:</b>	<b>05-10-2021</b>
<b>Approved:</b>	<i>JAV</i>
<b>Review Date:</b>	<b>05-10-2023</b>
<b>Replaces:</b>	<b>NEW</b>

**Topic: Transfer of Supervision Report**

**PURPOSE:** To provide continuity of management of personnel who transfer to new assignments.

**SCOPE:** Applies to all Denver Fire Department Personnel

**POLICY:**

All supervisors will complete a Transfer of Supervision (TOS) Report for subordinates who transfer from their supervision to a new permanent assignment. Reports will be completed for the ranks of Firefighter 3<sup>rd</sup> grade through Assistant Chief. This includes transfers as a result of promotion. This does not include modified duty or probationary reassignments.

All supervisors receiving a new member, due to reassignment, will electronically acknowledge the previous officers TOS Report and verify they have clearly communicated expectations to the member.

The appropriate Assistant Chief/Shift Commander will verify the TOS Report has been completed and subsequently forward it to DFD Human Resources (HR).

Preferably, outgoing officers should discuss the TOS Report with the member. Captains completing TOS Reports for Lieutenants shall confer with the Lieutenant's District Chief regarding the Lieutenant's work performance, prior to completing the review.

**PROCEDURE:**

**Outgoing Officer**

- From the DFDWEB Search> Transfer of Supervision Report
- Select the transferring member and complete report, check as complete

TOS Report must be completed prior to the date of official transfer.

Outgoing officer will lose access to the report on the date of transfer.

**Incoming Officer**

- From the DFDWEB Search> Transfer of Supervision Report
- Select transferring member
- Check box acknowledging report has been reviewed and confirmation that new expectations have been communicated to the transferring member

TOS Report must be completed within three shifts after the date of official transfer.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1008.01</b>
<b>Date:</b>	<b>05-10-2021</b>
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<b>Review Date:</b>	<b>05-10-2023</b>
<b>Replaces:</b>	<b>NEW</b>

**Topic: Transfer of Supervision Report**

**District Chief**

- Go to the DFDWEB Search> Transfer of Supervision Report
- Review all reassignments within the district
- Check box acknowledging completion of outgoing and incoming officer reports
- Properly address members who receive a report with at least one below standard rating
- Push submit to send completed report to DFD HR. The report will be placed in members personnel file and Annual Review journal notes in Workday

**Shift Commander**

- Outgoing commander completes TOS report for district chiefs
- Incoming shift commander acknowledges the report has been reviewed and communicated expectations have been completed and submits report to DFD HR

**Support Reassignments**

- Captain ranks and below will complete the review as described above
- Division Chiefs will complete reviews for Assistant Chiefs

Captains will complete TOS Reports for Firefighters/Technicians when their direct supervisor is not available during the reviewing time period.

Assistant Chiefs will complete TOS Reports for Lieutenants when their direct supervisor is not available during the reviewing time period, in addition to completing reports for roving Lieutenants.

Although not mandatory, transferring members may view their current TOS Report and past reports by going to the DFDWEB Search>Transfer of Supervision Report. This will allow members access to their own reports and allow them to add a comment regarding the review, prior to the date of transfer.

All TOS Reports and subsequent comments will be professionally appropriate and remain within the scope of the member's job requirements.

For last minute transfers, a written request to the Assistant Chief of Administration for a time extension may be considered. Pending approval, DFD HR can provide access to expired reports.

TOS Reports are considered confidential and may only be viewed by the member who is the subject of the review and their chain of command.

Failure to complete TOS Reports within the required time range may result in discipline.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1009.00
Date:	September 22, 2010
Approved:	JAS
Review Date:	September 22, 2012
Replaces:	N/A

Topic: Non-Line of Duty (NLOD) Medical Restriction Temporary Administrative Assignments

**I. OVERVIEW**

Temporary re-assignment is a short-term alternative employment opportunity for members with temporary work restriction resulting from non-line of duty medical conditions.

**Temporary Reassignment**

Temporary reassignment *may* be available throughout the Department depending upon:

- A. Needs of the Department
- B. Position vacancy
- C. Nature of the condition and medical restrictions
- D. Member expertise and Skill

Any reassignment will be considered a benefit, not a privilege. All temporary reassignments will be available on a first-come, first-served basis. Department administration reserves the right to determine whether a temporary reassignment would be within the best interest of the City and Department, and to determine the placement of the employee and duration of the temporary reassignment under this Directive. All reassignments will be reviewed on a case-by-case basis. Previous NLOD temporary reassignments will not set precedent for future NLOD reassignments.

**Periodic Review**

The Department will review NLOD temporary reassignments on a periodic basis and may require the member to provide updated medical information as needed, but not more than once every 30 days. Any change in medical restrictions should be reported as quickly as practicable to the member's supervisor.

**II. NLOD v. LOD**

Non-line of Duty (NLOD) conditions will be treated differently than injuries sustained on duty (LOD). Subject to the approval of the Chief of the Fire Department and the proper examining physician, members who have injuries received *on duty* are entitled to:

DENVER FIRE DEPARTMENT

DIRECTIVE

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<b>Date:</b>	<b>September 22, 2010</b>
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<b>Replaces:</b>	<b>N/A</b>

**Topic: Non-Line of Duty (NLOD) Medical  
Restriction Temporary Administrative  
Assignments**

- A. When necessary, with hospitalization, doctors, surgeons, nurses, and medical care
- B. Any intermittent or consecutive leave of absence not to exceed one calendar year at his or her full salary and benefits so long as the leave is necessary in reaching recovery from the injury or sickness for the rank that the member holds in the Department. At the discretion of the Fire Chief, the one year of leave may be taken intermittently over the course of more than one calendar year.
- C. In case of additional leave of absence in excess of one year, he or she may use his or her accumulated sick leave at full pay (Charter § 9.5.7)

However, medical conditions sustained other than in the line of duty do not permit members to these same entitlements. Any member of the Denver Fire Department who shall become injured or develop any other medical condition otherwise than in the performance of his or her official duties shall be entitled to receive full pay from the Department payroll for the rank he or she holds in the Department for such time as he or she may have accumulated for sick leave.

While members with NLOD conditions are not entitled to modified duty, often times a temporary reassignment to a different position or a special assignment may be beneficial to both the member and the Department. In order to receive an administrative temporary reassignment requested as a result of NLOD condition, the member must:

- A. Obtain the available position description from HRB regarding the temporary reassignment position sought and present the description to the employee's medical provider
- B. Provide documentation from their medical provider that they are released to work in the assignment

Reassignments will not be made to currently occupied positions. Positions will not be created to accommodate a member with a NLOD injury with the exception of special assignments as needed by the Department. Special assignments include but are not limited to: dive instructors and night club inspections.

If a reassignment is requested, it will be treated as any reassignment, including a temporary change in job classification, if necessary for the temporary reassignment position sought. The Department will attempt to return members to their pre-NLOD assignment when the member requests such return and provides written clearance from the employee's treating medical provider showing that

**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

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<b>Replaces:</b>	<b>N/A</b>

**Topic: Non-Line of Duty (NLOD) Medical  
Restriction Temporary Administrative  
Assignments**

they are medically able to return to full duty in the pre-NLOD condition assignment. The employee will need to provide a copy of their regular assignment position description to their medical treatment provider to make this determination.

If the employee's pre-NLOD condition assignment is not available, Department administration will use best efforts to place employee in a comparable position but can not guarantee immediate return to the pre-NLOD condition assignment.

**III. FMLA / ADA**

The member is still entitled to apply for leave under Family and Medical Leave Act (FMLA) and, if approved, be entitled to all protections and benefits provided by the FMLA.

Additionally, members may be entitled to a reasonable accommodation if they are determined to be disabled under the Americans with Disabilities Act (ADA). Any reassignment under this order does not constitute any admission by the Department that it regards the member as disabled.

Any member seeking to use benefits provided by the FMLA, or believing they may be entitled to a reasonable accommodation under the ADA should contact Shared Services or their Human Resources department.

Department members receiving either line-of-duty or NLOD work restrictions shall notify their supervisor as soon as possible.

## DIRECTIVE

<b>Topic No:</b>	<b>1009.01</b>
<b>Date:</b>	<b>02-23-18</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>02-23-20</b>
<b>Replaces:</b>	<b>Same, dated 11-09-17</b>

**Topic: Non-Line of Duty (NLOD) Sick Leave**

**PURPOSE:** To outline procedures for members with NLOD injuries or illness

**SCOPE:** Applies to all uniformed members

**SICK LEAVE (Non-Line of Duty Illness or Injury)**

It is the responsibility of each member to notify their respective officer of any absences and/or injuries.

It is the responsibility of Company Officers and Support Service Heads to monitor the use of sick leave of members assigned to them. They shall contact the members at their place of confinement for verification whenever there is a reasonable doubt as to compliance by any member.

Any time a member cannot be contacted by the above procedure, the immediate supervisor shall contact the Administration Division for further action. The Administration Division is authorized to perform "welfare checks."

**All members are reminded that current information must be on record with the Administration Division concerning their home address and telephone number.**

Violation of the above-listed procedures may subject the member to disciplinary action.

**RETURN TO WORK**

If a member assigned to a 48-hour work week has missed three (3) consecutive shifts (72 hours); **not** including a Kelly Day, or if a member assigned to a 40-hour work week has missed 40 hours consecutively; **not** including a Kelly Day, the member must have a doctor's note releasing the member to full duty with no restrictions based on the member's job description. Before the member can return to work, this doctor's release must be given to the member's officer, who will immediately forward it to the Administration Division. In addition, the member's officer shall notify the Administration Division of the sick leave usage within 72 hours of the member's absence. Based upon FMLA law, paperwork will be sent to the member explaining the employee rights under the Family and Medical Leave Act.



**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1010.00</b>
<b>Date:</b>	<b>12-06-10</b>
<b>Approved:</b>	<b><i>TAB</i></b>
<b>Review Date:</b>	<b>12-06-12</b>
<b>Replaces:</b>	<b>DEPT. DIR 114.06 (04-20-04)</b>

**Topic: Accidents and Driver Review**

**PURPOSE:** To establish a consistent review of DFD vehicle accidents

**SCOPE:** Applies to all members driving Department vehicles

**DEFINITIONS:** None

Accident Classification:

Non-preventable – 0 points

Preventable – 0 to 12 points, taking into consideration the circumstances surrounding the accident and recommendation from the Police Department. Traffic violations will be assessed that number of points similar with the penalty point schedule in state statutes and used by the State of Colorado Motor Vehicle Division

In order to maintain a valid DFD driver/operator license, a member shall not accrue more than 12 points within any twelve consecutive months or more than 18 points within any twenty-four consecutive months.

Primary Cause: Additional point assessment where there is a violation of Department Emergency Driving Policy – up to 6 points

If the accident is found to be non-preventable, the Department Driving Coordinator will forward the completed Denver Fire Department Form FD 402 to the Division Chief of Safety and Training. No points will be assessed.

If the accident is found to be preventable, the Division Chief or his/her designee will apply the total of preventable points plus primary cause points (if applicable) to the driver's record and determine the level of discipline following the Denver Fire Department Disciplinary Guidebook (106.01).

Accrued points for only one accident could subject the driver/operator to disciplinary procedure without regard to any time limits.

**NOTE: Discipline given for driving matters is subject to the same rules for representation and appeal as discipline levied for any other reason.**

Points assessed for the current accident will be added to the points assessed during the past twenty-four consecutive months.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1010.00</b>
<b>Date:</b>	<b>12-06-10</b>
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<b>Review Date:</b>	<b>12-06-12</b>
<b>Replaces:</b>	<b>DEPT. DIR 114.06 (04-20-04)</b>

**Topic: Accidents and Driver Review**

Accidents Outside of the City of Denver:

Accidents occurring outside the City of Denver shall be handled as above. The Department driver is still responsible for completing an accident packet and for completing the exchange of information with the other driver(s). It will be helpful to get information as to how to obtain a copy of the official report of the accident from the Police Officer of the jurisdiction in which the accident occurred.

Drivers who have been involved in either preventable or non-preventable accidents may be required to complete assigned JPRs if the Department Driving Coordinator believes that a driver/operator would benefit from such training and one of the following situations exists:

1. Three non-preventable accidents within an 18-month period
2. Any accident resulting in death or serious injury
3. Any vehicle accident that includes circumstances that indicate there would be a benefit to the member or the Department

Flagrant violations, extreme damage, and/or injuries may result in severe disciplinary recommendations.

Driver training shall be provided by the Department and may include defensive driving or emergency driving and maneuvering.

Questions concerning this policy may be directed to the Department Driving Coordinator at 720-865-4096 or to the Division Chief of Safety and Training at 720-865-3952.

**REFERENCES:** None

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic: Driver Safety Program and Operator Classifications

Topic No:	1010.01
Date:	12-03-19
Approved:	TAB
Review Date:	12-03-21
Replaces:	Same, dated 08-01-19 (was named Driver Safety Program)

**PURPOSE:** It is the intent of this Driver Safety Program to allow the Department, the Department Driving Coordinator, and the Safety and Training Division greater control in the management of Fire Department driving issues.

**SCOPE:** Applies to all members driving Department vehicles.

The benefits of this program are:

1. Strict accountability for the operation of Fire Department vehicles.
2. Greater traffic safety for citizens and Department personnel.
3. Enhance the abilities of promoted driver/operators and acting driver/operators to operate Department vehicles safely and effectively.

*Colorado Revised Statutes (CRS) Title 42, 'Vehicles and Traffic', shall be used for the assessment of points and shall apply to all emergency and non-emergency driving violations and to violations of the Department code 10 policy.*

**No Department member shall be authorized to operate any emergency vehicle without having first completed the Denver Fire Department Driver Safety Program.**

The Driver Safety Program shall include obtaining a Denver Fire Department Driver Certification for emergency vehicles. The requirements for obtaining the Denver Fire Department Driver Certification shall include, but are not limited to, the following:

- Possessing a valid Colorado State Driver's License. Restrictions on a member's Colorado Driver's License shall prevail when certification is considered by the Driving Coordinator.
- 3<sup>rd</sup> grade Firefighter rank or greater.
- Successful completion of all steps required by the Department Driver Safety Program.

**NOTE:** The Department Driving Coordinator operates under the authority of the Division Chief of Safety and Training.

Company officers are free to consult with the Department Driving Coordinator about participation of company members in the Driver Safety Program.

DENVER FIRE DEPARTMENT  
DEPARTMENT DIRECTIVE

**Topic:     Driver Safety Program and Operator  
              Classifications**

<b>Topic No:</b>	<b>1010.01</b>
<b>Date:</b>	<b>12-03-19</b>
<b>Approved:</b>	<b><i>TAB</i></b>
<b>Review Date:</b>	<b>12-03-21</b>
<b>Replaces:</b>	<b>Same, dated 08-01-19 <i>(was named Driver Safety Program)</i></b>

All members are required to obtain a Denver Fire Department Driver Certification in either Class 2, Class 3, or both, within 12 months of becoming a 3<sup>rd</sup> grade Firefighter.

There are seven classifications of Fire Department Certifications. Certifications for each specific vehicle allow members to drive only those that are included on that certification. Exception: Members qualified on Quints may also drive/operate either an Engine or a Truck and members qualified for Trucks and Towers may operate Class 5 apparatus.

- Class 1 – Light vehicles (Car, Pickup, Van, Civil Defense Rig, Stake Bed Trucks, Type 6 Wildland, and Warehouse Vehicles).  
Class 1 licenses may be issued to any Department member who holds a valid Colorado State Driver’s License. Members operating specialized vehicles (i.e. Air / Light Truck) shall complete training in the operation of that specialized equipment. Class 1 also includes:  
(a) Non-emergency vehicles where the member has not completed the Driver’s Safety Program regardless of rank and (b) Emergency vehicles where the member has completed the Driver’s Safety Program and has attained the rank of 3<sup>rd</sup> Grade Firefighter or greater.
- Class 2 – Engine, Wildland Type 3, Air/Light, Dump Truck, and Single Axle Rescue
- Class 3 – Aerial Truck
- Class 4 – Quint (or a combination of Class 2 and Class 3)
- Class 5 – Tandem Rear Axle Rescue, Tandem Rear Axle Hammer
- Class TT – Tractor Trailer (Collapse Rig)
- Class X – Crash Fire Rescue Apparatus

The certification classes described above may be modified where appropriate and additional certification classes may be added as new types of apparatus become available and are added to the Denver Fire Department fleet.

Wildland Apparatus may require an additional endorsement to operate off road.

Any member found to be driving a Fire Department vehicle with a suspended Colorado State Driver’s License or a suspended Denver Fire Department Certification will be in violation of Department policy and will be subject to disciplinary action.

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic: ALL DFD Related Accidents and Driver Review

Topic No:	1010.02
Date:	12-03-19
Approved:	<i>TAB</i>
Review Date:	12-03-21
Replaces:	Same, dated 11-07-14 (was named Accidents Involving DFD Vehicles or Apparatus); and 1010.00, 1010.03, and 1010.04

**PROCEDURES FOR DFD VEHICLE AND APPARATUS ACCIDENTS**

Whenever **any** vehicle or apparatus assigned to the Denver Fire Department is involved in a traffic accident, the incident will be classified by dispatchers as an “Accident-Fire Dept. Vehicle” or “Accident-Fire Dept. Apparatus.” All accidents involving DFD vehicles or apparatus shall be reported and investigated and the accident packet shall be fully completed. All accidents occurring off Department property will require a police response. The following procedures shall be followed in the event a Department vehicle or apparatus is involved in an accident. All Fire Department vehicles and apparatus shall carry a complete Accident Packet. It shall be the responsibility of the officer in charge and/or the driver/operator to complete all required actions and forms and to make sure forms are available in the vehicle. Forms are available online in Target Solutions .

**DO NOT MAKE STATEMENTS REGARDING THE ACCIDENT TO ANYONE EXCEPT POLICE OR DEPARTMENT INVESTIGATORS.**

**I. PROCEDURES FOR ACCIDENTS INVOLVING ALL FIRE DEPARTMENT VEHICLES, INCLUDING FIRE APPARATUS, WITH ANOTHER PERSON OR AGENCY INVOLVED**

- A. All vehicles and apparatus involved in an accident, **including apparatus responding on emergency responses, must stop immediately, render aid as needed, and begin the reporting procedure.**
- B. Notify the dispatcher immediately of the following:
  - 1. Dept. vehicle or apparatus involved
  - 2. Location
  - 3. Need for a cover-in company (for responding apparatus)
- C. Request the following:
  - 1. DFD Fire Company (if additional DFD resources are needed)
  - 2. Ambulance for injured parties (include details of injuries and the number of injured parties)

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic: ALL DFD Related Accidents and Driver Review

Topic No:	1010.02
Date:	12-03-19
Approved:	<i>TAB</i>
Review Date:	12-03-21
Replaces:	Same, dated 11-07-14 (was named Accidents Involving DFD Vehicles or Apparatus); and 1010.00, 1010.03, and 1010.04

3. Police (if determined by the investigating Chief that damage was NOT limited to Department vehicle)
4. Activation of Accident Call List
5. Opening of an Incident for the accident
6. Notification of District Chief, or if a Support Division vehicle, the Division Assistant Chief (during business hours) for investigation

D. Document the following:

1. Name, age, and date of birth of all injured parties
2. Address and phone numbers of all involved parties (work/cell if possible)
3. Ambulance company name/s, number/s, and attendant name/s
4. Hospital destination of all injured parties

E. Obtain and document:

1. Name, address, and phone numbers for all involved drivers
2. Driver's license number for all involved drivers (**copy the number from the license**)
3. License plate and VIN number from all vehicles involved
4. Insurance company, policy number, agent, and agent telephone numbers - note expiration dates
5. Name, address phone number, and statement for each witness

F. The investigating Assistant Chief or other Denver Fire Department investigator shall make certain that comprehensive photographs are taken of involved vehicles and the accident scene. (See photo guidelines in accident packet)

G. Include only **known** facts in written or verbal reports. Obtain statements from all parties and crew members present. **DO NOT MAKE CONCLUSIONS OR ASSUME LIABILITY FOR THE ACCIDENT.**

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic: ALL DFD Related Accidents and Driver Review

Topic No:	1010.02
Date:	12-03-19
Approved:	<i>TAB</i>
Review Date:	12-03-21
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H. Refer to Executive Order 94 for guidance in completing post incident testing.

I. **All items in the Accident Packet shall be completed and returned to the Administration Division, through the District Chief, Shift Commander and/or appropriate Division Chief within 72 hours after an accident.**

Completed packets may be submitted electronically through the chain of command via the Administration Division email address at: FireAdmin@denvergov.org. The completed packet should contain:

1. Completed Accident Packet checklist
2. Copy of the letter from the Company Officer (apparatus) or driver/operator (DFD vehicle) explaining the details of the accident, through the chain of command to the Chief of the Department
3. Accident Information Exchange Form(s)
4. Driver/Operator Vehicle Accident Report
5. Letter from the Fire Department officer investigating the accident. **All supervisory letters on accident investigations shall include whether or not Executive Order 94 was invoked, with reasons why or why not.**
6. Photographs (may be emailed to the Master Mechanic, Driving Coordinator and FireAdmin@denvergov.org)
7. Witness statements and crew statements

J. The Administration Division will notify the Deputy Chief and the appropriate Division Chief of all accidents involving their Division in a weekly report. After review of the accident documentation, the Administration Division will forward copies to the Chief of Department through the chain of command and initiate the review committee process as appropriate.

K. Complete NFIRS reports.

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic: ALL DFD Related Accidents and Driver Review

Topic No:	1010.02
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L. Accidents Outside of the City of Denver:

DFD Vehicle or Apparatus accidents occurring outside the City of Denver shall be handled as above. The Company Officer (apparatus) or driver/operator (DFD vehicle) is still responsible for completing an accident packet and for completing the exchange of information with the other driver(s) and for ensuring a police report is filed. Company Officers or driver/operators should get information as to how to obtain a copy of the official report of the accident from the Police Officer of the jurisdiction in which the accident occurred.

**II. PROCEDURES FOR ACCIDENTS INVOLVING ALL FIRE DEPARTMENT VEHICLES, INCLUDING FIRE APPARATUS, ON DEPARTMENT PROPERTY WITH NO OTHER PERSON OR AGENCY INVOLVED AND WITH NO INJURIES:**

- A. Notify Dispatcher if the accident has put you out of service and request an incident number. (Stay *In Service* if the above conditions exist and you are able to respond to an incident).
- B. Request that the Dispatcher initiate the Accident Call List and to send the District Chief/Supervisor/Department Driving Coordinator or other investigator from Safety and Training.
- C. Make certain that pictures are taken at accident scene by the District Chief or Fire Department investigator. \*Refer to Accident Packet for Guidelines for Taking Photos
- D. Completed packets may be submitted electronically through the chain of command via the Administration Division email address at: FireAdmin@denvergov.org. The completed packet should contain:



DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic: ALL DFD Related Accidents and Driver Review

Topic No:	1010.02
Date:	12-03-19
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Review Date:	12-03-21
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1. Completed Accident Packet checklist
2. Copy of the letter from the Company Officer (apparatus) or driver/operator (DFD vehicle) explaining the details of the accident, through the chain of command to the Chief of the Department
3. Accident Information Exchange Form(s)
4. Driver/Operator Vehicle Accident Report
5. Letter from the Fire Department officer investigating the accident. All supervisory letters on accident investigations shall include whether Executive Order 94 was invoked, with reasons why or why not.
6. Photographs (may be emailed to the Master Mechanic, Driving Coordinator and FireAdmin@denvergov.org).
7. Witness statements and crew statements.

**III. REVIEW OF ACCIDENTS INVOLVING FIRE DEPARTMENT VEHICLES / APPARATUS AND PERSONNEL**

All accidents involving fire apparatus shall be reported, investigated, and have a completed accident packet submitted. **No member shall investigate their own accident.**

- A. The Assistant Chief of the involved Division and the on-duty member of the Administration Division staff shall be notified of **ALL** Fire Department vehicle accidents.

A member of the Administration Division and/or a member of the Safety and Training Division staff shall respond to **ALL** accidents where injury or death has occurred.

**Include all forms.** If a form is not applicable, mark with a large "N/A."

- B. The Administration Division will be responsible for notifying the Deputy Chief of the Department of all accidents.

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic: ALL DFD Related Accidents and Driver Review

Topic No:	1010.02
Date:	12-03-19
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C. The Department Driving Coordinator will request a quarterly meeting for the Department Driver/Operator Safety Review Board to the appropriate Divisions. It shall be the duty of the Department Driver/Operator Safety Review Board to review all Department vehicle accidents. The Driver/Operator Safety Review Board shall, upon review of the incident, determine whether an accident was preventable or non-preventable and determine a primary cause when necessary.

1. Preventable: Accident was principally caused by driving actions in violation of traffic laws and/or Department policy.
2. Non-preventable: Unavoidable accident; proper defensive techniques were practiced.
3. The DFD Driver/Operator Safety Review Board will present its recommendations to the Division Chief of Safety and Training for determination of points and/or any recommendations of remedial training. Any disciplinary recommendations from the Review Board will be presented to the Division Chief of Administration.
4. When the consideration of the accident is complete, the Department Driving Coordinator shall record the findings. Point values are determined as follows:

**IV. FIRE DEPARTMENT VEHICLE / APPARATUS ACCIDENT CLASSIFICATION**

Non-preventable – 0 points, accidents determined to be unavoidable with reasonable preventive measures and actions consistent with Department driver training.

Preventable – 0 to 12 points, taking into consideration the circumstances surrounding the accident and report information from the Police Department. Traffic violations will be assessed that number of points similar with the penalty point schedule in state statutes and used by the State of Colorado Motor Vehicle Division.

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic: ALL DFD Related Accidents and Driver Review

Topic No:	1010.02
Date:	12-03-19
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To maintain a valid DFD driver/operator license, a member shall not accrue more than 12 points within any twelve consecutive months or more than 18 points within any twenty-four consecutive months.

Primary Cause: Additional point assessment where there is a violation of any Department driving policy.

If the accident is found to be non-preventable, the Safety and Training Division will file a document in the Department Driving Records, with a copy to the operator's Division Chief. No points will be assessed.

If the accident is found to be preventable, the total of preventable points plus primary cause points (if applicable) will be applied to the driver's record and a determination of discipline (if applicable) will be initiated by the operator's supervisor according to the Department disciplinary process (see NOTE below).

Accrued points for only one accident could subject the driver/operator to disciplinary procedure without regard to any time limits.

**NOTE: Discipline given for driving matters is subject to the same rules for representation and appeal as discipline levied for any other reason.**

Points assessed for the current accident will be added to the points assessed during the past twenty-four consecutive months.

Drivers who have been involved in either preventable or non-preventable accidents may be required to complete assigned JPRs if the Department Driving Coordinator believes that a driver/operator would benefit from such training and one of the following situations exists:

1. Three non-preventable accidents within an 18-month period
2. Any accident resulting in death or serious injury
3. Any vehicle accident that includes circumstances that indicate there would be a benefit to the member or the Department

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

**Topic: ALL DFD Related Accidents and Driver Review**

<b>Topic No:</b>	<b>1010.02</b>
<b>Date:</b>	<b>12-03-19</b>
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<b>Replaces:</b>	<b>Same, dated 11-07-14 (was named <i>Accidents Involving DFD Vehicles or Apparatus</i>); and <b>1010.00, 1010.03, and 1010.04</b></b>

Flagrant Violations: Violations that contradict other Department standards or result in extreme damage and/or injuries may result in severe disciplinary recommendations.

Driver training shall be provided by the Department and may include defensive driving or emergency driving and maneuvering.

Questions concerning this policy may be directed to the Administration Division.

Point assessment values will correlate with the following corrective actions:

- 0 – 4 points: Company Level Training
- 5 - 8 points: Verbal Reprimand and Company Level Training
- 9 – 11 points: Written Reprimand
- 12 or more points: Suspension of Denver Fire Department driver’s license, possible reassignment, and appropriate disciplinary action which may include suspension, demotion, or termination

**Drivers or Company/Chief Officers shall report vehicle accidents they are NOT involved in by:**

1. Contacting the Dispatcher and reporting the accident. The driver or officer should state that his/her vehicle is not involved.
2. Giving the accident location and requesting Police. Where applicable, ask for an ambulance response – giving as many details about number of injured parties and type of injuries as possible.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

**Topic: ALL DFD Related Accidents and Driver Review**

<b>Topic No:</b>	<b>1010.02</b>
<b>Date:</b>	<b>12-03-19</b>
<b>Approved:</b>	<b><i>TAB</i></b>
<b>Review Date:</b>	<b>12-03-21</b>
<b>Replaces:</b>	<b>Same, dated 11-07-14 <i>(was named Accidents Involving DFD Vehicles or Apparatus)</i>; and <b>1010.00, 1010.03, and 1010.04</b></b>

3. Informing the Dispatcher if the driver or crew is giving assistance at the scene. Request additional apparatus as needed – giving details about what type of assistance is required - i.e. fire, extrication, hazard removal, sand, hazardous materials, etc.

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

<b>Topic No:</b>	<b>1010.03</b>
<b>Date:</b>	<b>01-03-12</b>
<b>Approved:</b>	<b><i>TAB</i></b>
<b>Review Date:</b>	<b>01-03-14</b>
<b>Replaces:</b>	<b>DEPT. DIR. 114.04 (04-20-04)</b>

**Topic: Accidents NOT Involving DFD Vehicles**

**Drivers or Company/Chief Officers shall report vehicle accidents they are NOT involved in by:**

1. Contacting the Dispatcher and reporting the accident. The driver or officer should state that his/her vehicle is not involved.
2. Giving the accident location and requesting Police. Where applicable, ask for an ambulance response – giving as many details about number of injured parties and type of injuries as possible.
3. Informing the Dispatcher if the driver or crew is giving assistance at the scene. Request additional apparatus as needed – giving details about what type of assistance is required - i.e. fire, extrication, hazard removal, sand, hazardous materials, etc.

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic: Accidents Involving DFD Vehicles on DFD Property

Topic No:	1010.04
Date:	01-03-12
Approved:	TAB
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Replaces:	DEPT. DIR. 114.05 (04-20-04)

**The following procedure shall be followed for accidents involving Denver Fire Department Vehicles on Department property, with no other person or agency involved and with no injuries:**

1. Notify Dispatcher if the accident has put you out of service, and request an incident number. (Stay *In Service* if the above conditions exist and you are able to respond to an incident).
2. Request that the Dispatcher initiate the Accident Call List and to send the District Chief/Supervisor/ Department Driving Coordinator or other investigator from Safety and Training.
3. Make certain that pictures are taken at accident scene by the District Chief or Fire Department investigator. \*Refer to Accident Packet for Guidelines For Taking Photos.
4. Send completed Accident Packet and film (or forward digital images) to Safety and Training Division within 24 hours for processing. A complete Accident Packet should include the following items:
  - A) Accident packet checklist
  - B) Copies of the letters to the Chief of the Department, by the Driver/Operator and Company Officer
  - C) FD 402 – Vehicle Accident Data Sheet
  - D) FD 403 – Driver/Operator Vehicle Accident Report
  - E) Photographs
  - F) Letter from investigating DFD Personnel
5. **Do not call for Police or other agencies unless there are injuries.**

DENVER FIRE DEPARTMENT  
DEPARTMENT DIRECTIVE

Topic No:	1010.05
Date:	06-11-19
Approved:	TAB
Review Date:	06-11-21
Replaces:	Same, dated 01-03-12

Topic: Driver's License and Violation Reporting

**MEMBER RESPONSIBILITIES** –

A member shall notify his/her immediate supervisor and provide written notice to Internal Affairs, immediately upon reporting to work for his/her next duty shift, following the occurrence of **ANY** of the following:

1. Suspension/Revocation/Denial/Cancellation/Expiration of their Colorado Driver's License
2. Any new restriction on his/her Colorado Driver's License
3. Any moving violation.

Exception: Parking summons or summons for traffic infractions involving a personal vehicle, in which the original charge incurs no points. (zero points prior to any plea bargaining)

4. Photo Enforcement Notice of Violation or parking summons involving a Department vehicle.

**Refer to Directive 1012.00 regarding reporting law enforcement contact and the required reporting form.** Internal Affairs will forward all pertinent information to the Department Driving Coordinator.

Failure to report any of the above may subject a member to discipline.

The Department Driving Coordinator shall check the driver's license of each Fire Department member annually through the Department of Motor Vehicles. By Executive Order, each member shall have a current '*Permission for Release of Individual Records*' (DR 2559 07/03) on file with the Driving Coordinator. **When a member renews his/her Colorado Driver's License, s/he shall forward the new license number and expiration date to the Driving Coordinator.**

No Department member is authorized to operate a Department vehicle without possessing a valid **Colorado State Driver's License**. (A member who is issued a provisional driver's license to drive his/her vehicle to and from his/her home to the workplace shall not be permitted to operate any Department vehicle until his/her regular driving privileges are reinstated and a regular driver's license reissued.) No member is authorized to operate a **Department vehicle** without



**DENVER FIRE DEPARTMENT**

**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1010.05</b>
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<b>Replaces:</b>	<b>Same, dated 01-03-12</b>

**Topic: Driver's License and Violation Reporting**

having first completed the current Driver's Safety Program, mandated for emergency and/or non-emergency vehicles.

Any member driving a Department vehicle with a suspended driver's license or a provisional driver's license as described above is in violation of this policy and may be subject to discipline.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1010.06</b>
<b>Date:</b>	<b>11-17-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>11-17-2023</b>
<b>Replaces:</b>	<b>Same, dated 05-05-2021</b>

**Topic: Emergency (Code 10) Responses**

**CODE 10 RESPONSES:**

No Fire Department vehicle shall pass another emergency vehicle that is responding Code 10, regardless of the destination of either vehicle or the Agency of the other vehicle.

Passing another emergency vehicle while responding Code 10 should only be considered when the front emergency vehicle yields the right of way by voice communication, by physically motioning for back vehicle to pass, or by communication via radio. If consent is given to pass, then the passing emergency vehicle should only proceed with due caution and safety for all persons and property.

Passing another vehicle that is responding Code 10 may be considered in exigent circumstances without clear communication but should only be attempted with extreme caution for the safety of all persons and property.

This policy shall be strictly adhered to by all DFD personnel to ensure the safety of the citizens of the City and County of Denver and all emergency personnel.

Violation of this Code 10 response policy may subject the member to disciplinary action.

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic No:	1010.07
Date:	05-10-2021
Approved:	JAV
Review Date:	05-10-2023
Replaces:	Same, dated 03-23-18

Topic: Use of Seat Belts in Department Vehicles

**OVERVIEW:**

The Department recognizes that seat belt use helps to protect our employees, reduce injuries, and control operating costs. Studies by several fire service organizations show conclusively that failure to use seat belts (lap and shoulder belts) results in increased deaths and injuries. Reducing these costly injuries and deaths protects our members and can strengthen our effectiveness as a Department. Therefore, we are mandating the following policy:

Seat belts shall be used at all times while driving or riding in any Department vehicle on company or personal business, or in any other vehicle while on official Department business. This policy applies to all Department members (Civil Service and Career Service) and all occupants of vehicles driven by Department members on official business. No Department vehicle shall be moved until the driver and all passengers are wearing seat belts.

**EXCEPTIONS:**

- I. In accordance to CRS 42-4-237-3b, a member of an ambulance team, other than the driver, while involved in patient care, is exempt from wearing a seat belt.
- II. Members of the Dive Team or Trucks having a “Gumby Suit” responding to a confirmed swift- or still-water rescue, and who are expected to don required PPE to perform an immediate life saving act upon arrival, will be exempt from this policy. This does not exempt any member not required to don safety equipment while en route to the scene. The apparatus driver will respond with extreme caution.

**RESPONSIBILITIES:**

All personnel will be held accountable for using seat belts. **Non-compliance may result in disciplinary action.** Officers and acting officers are responsible for ensuring that all Department members comply with this Directive and receive periodic reminders to use seat belts.

**OBJECTIVE:**

Wearing a seat belt is one of the simplest and most effective ways to stay safe, yet many Department members may still not do it. When seat belts are not used, the potential for crash-related injuries and death increases dramatically. Crash-related

**DENVER FIRE DEPARTMENT**

**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1010.07</b>
<b>Date:</b>	<b>05-10-2021</b>
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<b>Review Date:</b>	<b>05-10-2023</b>
<b>Replaces:</b>	<b>Same, dated 03-23-18</b>

**Topic: Use of Seat Belts in Department Vehicles**

injuries attributable to not wearing a seat belt can affect a Department member's livelihood and can have a tremendous emotional and financial impact on the member's family. Based on this, the Denver Fire Department Administration, through this Directive, is taking steps to protect all Department members by ensuring 100% compliance 100% of the time.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1010.08</b>
<b>Date:</b>	<b>10-05-17</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>10-05-19</b>
<b>Replaces:</b>	<b>Old Dept. Dir. 114.10, dated 03-03-10</b>

**Topic: DFD Business Mileage Reimbursement Procedures (Business Use of Personal Vehicle)**

**PURPOSE:** To outline the procedure for mileage reimbursement for use of personal vehicles for City business

**SCOPE:** Applies to all DFD personnel

Mileage claimed for reimbursement during regular working hours shall begin and end at the regular duty station. When an employee reports to a location other than their regular duty station, mileage will begin at the first stop and end at the last stop where City business is conducted.

**I. Initial Approvals:**

- A.** Employee completes City Business Vehicle Request and Status Change Form (available under DFD Web/Downloadable Forms/Finance/Vehicle Forms) and forwards to their respective Division Chief with a copy of their insurance card. **It is each employee's responsibility to confirm with their insurance agent if they carry the minimum state coverage specified under the "Colorado Auto Repairs Act."**
- B.** Division Chief authorizes use of personal vehicle and forwards original documents to the Driving Coordinator at Training, with copies to Payroll and the employee.
- C.** Driving Coordinator reviews driver's license data on file with Motor Vehicle Division every six (6) months to determine if mileage privileges should be revoked.
- D.** Following Division Chief's approval, the employee may utilize their personal vehicle for business use for purposes of business mileage reimbursement.
- E.** Employee must attend the required Defensive Driving Training.

**II. Reimbursement Procedures:**

- A.** Employee records daily and total mileage on Bi-Weekly Mileage Summary Form (available under DFD Web/Downloadable Forms/Finance/Vehicle Forms) and obtains supervisor's approval signature.
- B.** Employee submits mileage form to payroll within five (5) working days of end of the bi-weekly payroll period.
- C.** All mileage reimbursements that do not have an approved Business Use of Personal Automobile Form on file in the Payroll office will be rejected.
- D.** Payroll maintains all mileage forms and approvals for review by the City's Controller or Auditor's Office.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1010.08</b>
<b>Date:</b>	<b>10-05-17</b>
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<b>Review Date:</b>	<b>10-05-19</b>
<b>Replaces:</b>	<b>Old Dept. Dir. 114.10, dated 03-03-10</b>

**Topic: DFD Business Mileage Reimbursement Procedures (Business Use of Personal Vehicle)**

- III.** All employees shall notify their supervisor of any change in driver's license status or decreased insurance coverage and ensure compliance with the following:
- A.** Department Directives: *1010.05 – Driver's License and Violation Reporting and 1010.07 – Use of Seat Belts in Department Vehicles*
  - B.** Current City Fiscal Accountability Rule regarding *Use of Personal Vehicles for City Business* (available from the Department's Finance Office or denvergov.org website)

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1010.09</b>
<b>Date:</b>	<b>10-05-17</b>
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<b>Review Date:</b>	<b>10-05-19</b>
<b>Replaces:</b>	<b>Old Dept. Dir. 115.07, dated 03-10-99</b>

**Topic: Mileage Reimbursement**

**PURPOSE:** To outline the procedure for mileage reimbursement

**SCOPE:** Applies to all DFD personnel

Motorcycles, mopeds, and bicycles do not constitute authorized vehicles for use on Department business, nor for mileage allowance.

Mileage reimbursement rates will be according to the City's current rate in effect at time of reimbursement.

Bi-Weekly Mileage Summary Card, Form 32 (1/56) ADM\*, must be turned in monthly after being signed by the member and certified by the District Chief or Department head. The officer of the company to which a member is temporarily transferred must initial each mileage entry, attesting to its authenticity.

\* Form may be found on the DFD Web under *Downloadable Forms / Finance / Vehicle Forms*

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1010.10</b>
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<b>Replaces:</b>	<b>Old Dept. Dir. 115.15, dated 11-01-02</b>

**Topic: Parking Reimbursement Policies and Procedures**

**PURPOSE:** This Policy describes the procedure for reimbursement of parking expenses incurred by employees while on authorized official City business.

**SCOPE:** Applies to all DFD personnel

**POLICY**

Definition

Official City business is defined as conducting any City (non-personal) business with another City agency to carry out the responsibility of the employee or agency, for the benefit of the City. The Division Chief will make the determination as to whether expenses are for the “benefit of the City.”

Use Limitations

Reimbursements shall not be made for parking for employment, lunches, or for any purpose other than conducting official City business.

Responsibility

It shall be the responsibility of the individual incurring expense to submit receipt(s) to their respective Division Chief for approval. Division Chief shall be responsible for determining if expense is reimbursable under the definitions of “Official City Business” outlined in this Policy. *City Business Vehicle Request and Status Change Form*, along with a receipt for the parking, will be turned in to the Division Chief. Both items, if approved, will then be forwarded to the TeleStaff Coordinator for entry into TeleStaff.

**DISBURSEMENT PROCEDURE**

1. Whenever possible, employee shall obtain a parking receipt from an attendant that specifies the date, time, and dollar amount. If there is no attendant on duty, employee shall prepare a receipt with the date, time, dollar amount, location, and official reason for parking.
2. Accounts Payable staff will flag any long-term, continuous requests for parking reimbursements.
3. TeleStaff Coordinator will enter dollar amount of parking charges on member’s TeleStaff Calendar.
4. Reimbursement will be allocated on the member’s paycheck.



DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1010.11</b>
<b>Date:</b>	<b>10-05-17</b>
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<b>Review Date:</b>	<b>10-05-19</b>
<b>Replaces:</b>	<b>Old Dept. Dir. 114.01, dated 04-20-04</b>

**Topic:** Vehicle Use Policy

**PURPOSE:** To outline the use of Class I and II City vehicles

**SCOPE:** Applies to all uniformed members

**Class I**

Employees whose nature of work requires response to any activity critical to the operation of the Fire Department

*Class I* drivers are authorized full use of the assigned vehicle to include: driving to and from work and for personal use. For use under this provision, the employee's residence and personal use must be within a 25-mile radius of the City and County Building.

The Mayor or Executive Director of Safety shall grant this use classification.

**Class II**

An employee whose nature of work may require them to be subject to recall for activities critical to the operation of the Fire Department

*Class II* drivers are authorized to drive the assigned vehicle to and from work. For use under this provision, the employee's residence must be within a 25-mile radius of the City and County Building. No personal use is authorized for a *Class II* driver.

Division heads may authorize *Class II* status provided the following criteria are met:

- The driver must respond to emergencies on non-scheduled work program services that require the use of special equipment.
- The emergency or service request must necessitate immediate action for the protection of property or the health and safety of citizens.
- A supervisor has requested, in writing, and the appointing authority has approved, in writing, that the driver be allowed to drive a vehicle home because of specific job duties, more efficient use of staff time, or other demonstrated needs.
- Personnel who must report to their regular duty station in order to respond to the call for service are not authorized to drive a City vehicle home.

Division heads wishing to designate vehicle assignments under the *Class II* category must submit a request in writing to the Chief of Department for approval.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1011.00</b>
<b>Date:</b>	<b>08-29-2019</b>
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<b>Review Date:</b>	<b>08-29-2021</b>
<b>Replaces:</b>	<b>Same, dated 08-09-19</b>

**Topic: Uniforms and Personal Appearance**

**PURPOSE:** To outline an approved, standardized Departmental guideline for uniforms, which serve to identify members of the organization and promote professionalism throughout the agency.

**SCOPE:** Applies to all uniformed members of the Department

Only the regulation uniform approved by the Department shall be worn while on-duty. It is the member's responsibility to obtain and maintain the uniform items required for their assignment, in accordance with this document and Article IX of the Collective Bargaining Agreement. All personnel are expected to project a professional appearance while on-duty and should take pride in their personal appearance.

**I. Regulation Uniforms - General:**

- A. Department-issued "Class A" uniform is to be worn at designated formal functions or at the discretion of the company officer, district chief, or department administrators.
- B. Department-issued "Class B" uniform shall be the standard uniform for all non-formal public appearances. Class B uniforms shall be worn at all times the members are in official contact with the public (exception: Class C may be worn on emergency responses).
- C. With the exception of public appearances requiring the wear of other uniform classifications, "Class C" uniform items should be considered the station work uniform.
- D. Badge, name plate, flag, and rank insignia shall be worn with Class A and Class B uniforms. "Polo" style shirts excepted, which will be issued with embroidered Maltese on left chest, name and rank on right chest.
- E. From the hours of 0730 to 1700, all members shall wear the appropriate regulation uniform while on-duty. Fitness attire shall be worn only while involved in physical fitness activity, or from 1700 until 0730 the next day, as nighttime/turn-out wear.
- F. Company officers will be held accountable for maintaining a consistent company appearance and shall ensure all members are appropriately dressed for a given activity.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1011.00</b>
<b>Date:</b>	<b>08-29-2019</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>08-29-2021</b>
<b>Replaces:</b>	<b>Same, dated 08-09-19</b>

**Topic: Uniforms and Personal Appearance**

**II. “Class A” Regulation Uniform (Formal):**

- A. Department-issued navy blue, long-sleeved shirt with black tie (white shirts for chief officers).
- B. Department-issued navy blue trousers (black trousers for chief officers).
- C. Department-issued navy blue dress suit coat with silver-plated buttons and badge holder over left upper pocket (black coat with gold-plated buttons for chief officers). Maltese Cross insignia will be displayed on the left sleeve, above the rank stripes, one cross for every five years of completed service; gold for chief officers, silver for all other members. Striping for ranks will be placed above the cuff of the left sleeve as follows:
  - 1. Chief of Department – Five ½-inch gold stripes on sleeves
  - 2. Deputy Chief of Department – Four ½-inch stripes and one ¼-inch gold stripe on sleeves
  - 3. Division Chiefs – Four ½-inch gold stripes on sleeves
  - 4. Shift Commanders – Three ½ inch gold stripes and one ¼ inch gold stripe on sleeves.
  - 5. Assistant Chiefs – Three ½-inch gold stripes on sleeves
  - 6. Master Mechanic and Superintendent of Fire Alarm – Three ½-inch gold stripes on sleeves
  - 7. Assistant Master Mechanic and Assistant Superintendent of Fire Alarm – Two ½-inch gold stripes on sleeves
  - 8. Captains – Two ½-inch silver stripes on sleeves
  - 9. Lieutenants – One ½-inch silver strip on sleeves
  - 10. Engineers – One ¼-inch silver stripe on sleeves

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1011.00
Date:	08-29-2019
Approved:	TAB
Review Date:	08-29-2021
Replaces:	Same, dated 08-09-19

Topic: Uniforms and Personal Appearance

- D. Black belt with plain buckle (gold for chief officers, silver for all other members).
- E. Black leather dress shoes that will take polish or simulated leather shoes (style optional). Station work shoes are not acceptable with Class A attire.
- F. Badge shall be worn on suit jacket. The LODD “Never Forget” pin shall be worn on the right lapel of the suit jacket. Name plate, flag pin, rank insignia, commendation ribbons, and department-approved pins shall be worn on the dress shirt.
- G. Department-issued, navy blue uniform hat (white for chief officers).
- H. Navy blue or black socks to match trousers

**III. “Class B” Regulation Uniform (Standard – worn for non-formal public appearances):** *Non-formal public appearances will be defined as fire safety inspections, community service events, or department sponsored appearances.*

- A. Standard issue long- or short-sleeved navy blue uniform shirt with badge, rank insignia, flag pin, name tag, LODD “Never Forget” pin, service pin, and other *department-approved* pins will be considered the standard shirt for non-formal public appearances.
  - 1. Chief officers may wear white or navy
- B. Members may wear a department-issued “polo” style shirt, however:
  - 1. Members assigned to a suppression assignment are required to have “FIRE” or “Denver Fire” on the back of these shirts.
  - 2. Chief officers may wear white or navy.
- C. Long-sleeved t-shirts shall not be worn with the short-sleeved uniform shirt or the polo style shirt.
- D. Department-issued navy blue trousers or 6 pocket pants (black trousers/6 pocket pants may be worn by chief officers when wearing white shirts).
- E. Black belt with plain buckle (gold for chief officers, silver for all other members).

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1011.00
Date:	08-29-2019
Approved:	TAB
Review Date:	08-29-2021
Replaces:	Same, dated 08-09-19

Topic: Uniforms and Personal Appearance

- F. Approved station work shoes or boots must meet established department of safety requirements (protected toe and shank; please contact warehouse for specific details), must be fully enclosed (back, toes, sides), must be all black in color, and shall be kept clean and in good condition.
- G. Navy blue or black socks to match trousers
- H. Uniform cap (authorized dark-blue, baseball-style cap), optional. Baseball-style caps shall only be worn with logo and brim facing forward, they shall not be worn backwards or sideways. Caps shall be in good condition, with minimal fading or discoloration. No caps may be worn with unapproved or non-department related logos, insignias, stickers, or designs.

**IV. “Class C” Regulation Uniform (Work):**

- A. Department-issued short or long-sleeved t-shirt in good condition. T-shirts shall be tucked into trousers at all times.
- B. Department-issued sweatshirt (job-shirt, unaltered).
- C. Department-issued navy blue trousers.
- D. Navy blue knit cap or authorized dark-blue, baseball-style cap. Baseball-style caps shall only be worn with logo and brim facing forward. No caps may be worn with unapproved or non-department related logos, stickers, insignias, or designs.

**V. Station Wear for Physical Fitness, Overnight, and Other Activities Approved by Company or Chief Officers:**

- A. Navy blue sweatpants or shorts and department-issued t-shirts
- B. Department-issued job-shirt
- C. Appropriate training shoes

**VI. Fire Investigation:**

Fire Investigators’ Class B and Class C work uniforms shall be determined by the Division Chief of Administration, with the approval of the Chief of the Department.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1011.00</b>
<b>Date:</b>	<b>08-29-2019</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>08-29-21</b>
<b>Replaces:</b>	<b>Same, dated 08-09-19</b>

**Topic: Uniforms and Personal Appearance**

Investigators shall comply with all other portions of this Directive, including maintaining a Class A uniform for official Department functions.

**VII. Uniform Restrictions:**

- A. Any item not specified above that has been issued from the DFD Quartermaster shall be considered approved apparel. R&D items may initially be worn for the approved testing period only. If the item is selected for inclusion into the official uniform, it may continue to be worn with the approval of the DFD Quartermaster and appropriate Division Chief. If an item is not selected for inclusion, it is no longer considered as approved for on-duty use.
- B. With the exception of baseball-style caps, no portion of the department-issued uniform, of which material or article has been purchased by the City, shall be worn except when on duty.
- C. No authorized uniform item shall be distributed or given to unauthorized personnel.
- D. Members promoting shall update their uniforms by anticipating these needs during the annual uniform replacement and/or by utilizing the annual maintenance allowance.
- E. Uniforms shall be maintained in good condition and, with the exception of sizing adjustments, shall be unaltered. They shall be clean, neatly pressed, and free of tears, stains, or holes; faded, worn, or damaged clothing is not acceptable. Badges and name plates shall be polished.
- F. Shirts shall be tucked into trousers at all times.
- G. No buttons, emblems, or insignia of any kind shall be worn on or about the uniform, except as specified or authorized by the Chief or designee.

**VIII. Considered Exceptions:**

- A. Members may request, through the chain of command to the Deputy Chief, or designee, approval of apparel that is not issued by the DFD Quartermaster. Submissions for consideration are to be made at the member's expense. If the

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1011.00</b>
<b>Date:</b>	<b>08-29-2019</b>
<b>Approved:</b>	<b><i>TAB</i></b>
<b>Review Date:</b>	<b>08-29-21</b>
<b>Replaces:</b>	<b>Same, dated 08-09-19</b>

**Topic: Uniforms and Personal Appearance**

apparel is approved, all costs associated with providing the apparel shall be at the member's expense. Any artwork or representation of submissions must be of a file type that can be opened and accessed by DFD computers. The following points apply to all apparel submitted for approval:

1. Apparel must be navy blue or black in color.
2. All company/firehouse logos, emblems, or artwork shall be submitted for approval prior to being displayed while on duty. A company-specific Maltese Cross, DFD badge, or DFD scramble will be the only items considered for placement on the left front chest of t-shirts, job-shirts, sweat shirts, jackets, and/or on the front of baseball/knit style caps. Alternate placement may be considered on a case-by-case basis.
3. T-shirts, job-shirts, sweat shirts, etc., intended for wear in a suppression assignment must have "Denver Fire" or "FIRE" on the back consistent with department-issued apparel.
4. Baseball-style caps must be of the same color and similar material as those issued by the DFD Quartermaster. Caps with a snapback closure or caps with mesh backs may be submitted for approval as long as the closure and mesh are navy blue in color and the front is constructed of fabric and color similar to the standard issue cap.
5. Following the approval process, all non-department issued items approved for wear in the *Operations Division*, will be listed in Target Solutions / File Center / Division 1 Operations / Approved/Unapproved Uniforms.

Approved items are listed as general items approved for the Division and items approved by District. Approved items are shown as photographs. Officers will be able to determine if an item has been approved by locating the article of clothing in the general items approved for either the Division or District. Non-approved items are also shown as photographs.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1011.00
Date:	08-29-2019
Approved:	TAB
Review Date:	08-29-21
Replaces:	Same, dated 08-09-19

Topic: Uniforms and Personal Appearance

**IX. Accessories and Insignia Description and Placement:**

A. Shoulder Patches

Shoulder patches shall be worn on the left shoulder of Class A and B uniform shirts (polo shirts excluded) and dress suit coats (stitched in gold for chief officers, red or silver for all other members.)

B. Name Plates

Name plates, furnished by the Department, shall be worn over the right shirt pocket of Class A and B uniforms, centered above the flap as close as possible to the top of flap. Current winter/summer jackets have names sewn onto the right side; however, on older jackets, name plates may be worn over the left coat pocket, below the badge and centered above the flap as close as possible to the top of the flap. If desired, the name plate may contain the EMT emblem.

C. Collar Insignia

The placement of collar insignia is approximately ¾-inch from the front edge of the collar lapel and centered on the collar. Lieutenant and Captain bars are to be parallel to the front collar edge. Tops of bugles shall face the neck on chiefs' insignia. Department Officers will wear the following collar insignia on uniform shirt:

1. Chief of Department – Gold-plated five bugle insignia
2. Deputy and Division Chiefs – Gold-plated four bugle insignia
3. Shift Commanders and Assistant Chiefs – Gold-plated three bugle insignia
4. Superintendent of Fire Alarm and Assistant Superintendent of Fire Alarm – Gold-plated lightning bolt insignia
5. Master Mechanic and Assistant Master Mechanic – Gold-plated fire engine insignia
6. Captains – Silver double bars
7. Lieutenants – Silver single bar



DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1011.00</b>
<b>Date:</b>	<b>08-29-2019</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>08-29-21</b>
<b>Replaces:</b>	<b>Same, dated 08-09-19</b>

**Topic: Uniforms and Personal Appearance**

8. Mechanics – Silver-plated fire engine insignia

9. Fire Systems Technical Specialists – Silver-plated lightning bolt insignia

D. Department Awards and Ribbons

Department awards and ribbons shall only be worn with the Class A uniform shirt and shall be worn above the name plate, no more than three per row.

E. Department-Issued Flag Ribbon

The American flag ribbon shall be worn centered above the name plate, above any department award ribbons, and should be silver or gold based upon rank.

F. Department-Approved Pins

Department-approved pins, if worn, shall be worn on the flap of the right shirt pocket. The following pins are approved: LODD “Never Forget” pin and years-of-service pins. The LODD “Never Forget” pin should be centered on the flap if worn alone and should be placed on the side of the flap closest to the heart when worn with a years-of-service pin.

G. Company/Assignment Insignias

Optional company/assignment insignia pins shall be worn on the flap of the right shirt pocket. The top of the insignia pin shall line up against the lower stitch line of the top seam of the flap. Insignia pins shall be gold for Assistant Chief and above, and silver in color for all other members. Company insignia pins shall be no larger than ¼", as designated by manufacturers, and shall be approved by the appropriate Division Chief, Deputy Chief, or designee.

H. Hats

1. Chief of Department, Deputy Chief, and Division Chiefs – White top, gold ½-inch cloth hat band held by two gold-plated buttons with FD insignia, with gold leaf on hat bill.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1011.00</b>
<b>Date:</b>	<b>08-29-2019</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>08-29-21</b>
<b>Replaces:</b>	<b>Same, dated 08-09-19</b>

**Topic: Uniforms and Personal Appearance**

2. Shift Commanders, Assistant Chiefs, Superintendent of Fire Alarm, Assistant Superintendent of Fire Alarm, Master Mechanic, and Assistant Master Mechanic – White top, gold ½-inch metal hat band held by two gold-plated buttons with FD insignia.
3. Captains and Lieutenants – Top shall be navy blue in same shade as uniform trousers. Hat band shall be ½-inch nickel metal band held by two nickel-plated buttons.
4. All other ranks – Top shall be navy blue in same shade as uniform trousers. Hat band to be ½-inch black patent leather held by two nickel-plated buttons.
5. The authorized cap/hat for wear with the Class B regulation uniform and Class C items is a dark-blue, baseball-style cap with DFD insignia (stitched in gold for chief officers, red and white stitching for all other members).
6. Navy blue knit cap with DFD insignia (stitched in gold for chief officers and white for all other members) may be worn during inclement weather while on incidents.

**I Jackets**

1. Winter/summer uniform jackets may be issued with a cloth badge, the DFD scramble, or Maltese Cross sewn over the left breast pocket of the jacket.
2. Chief Officers may, at their option, wear the gold metal badge on the jacket badge loop, or sew the cloth badge, DFD scramble, or Maltese Cross to the jacket as indicated above.
3. The navy blue fleece jacket will be worn with the Maltese Cross on left breast with name and rank on right breast.
4. When Operations members need to replace their jackets, they are only allowed to obtain the red winter jacket via their uniform allotment.
5. Members assigned to the Airport Division will be assigned a yellow jacket with liner authorized for wear while on-duty at the airfield.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1011.00</b>
<b>Date:</b>	<b>08-29-2019</b>
<b>Approved:</b>	<b><i>TAB</i></b>
<b>Review Date:</b>	<b>08-29-21</b>
<b>Replaces:</b>	<b>Same, dated 08-09-19</b>

**Topic: Uniforms and Personal Appearance**

J. Sweaters

Department-issued navy blue sweater may be worn with Class A and Class B uniform shirts. Sweaters will be issued with a cloth badge to be sewn over the left breast (stitched with gold thread for assistant chief and above, and silver thread for all other members.)

K. Ties

All ranks – Required ties for the Class A Regulation Uniform shall be a low luster, black, four-in-hand style.

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

<b>Topic No:</b>	<b>1012.00</b>
<b>Date:</b>	<b>01-27-2022</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>01-27-2024</b>
<b>Replaces:</b>	<b>Same, dated 04-30-2019</b>

**Topic: Member Contact with Law Enforcement-Reporting of Charges (Internal Affairs Required Reporting)**

**I. OVERVIEW**

The Fire Chief is responsible for maintaining order and discipline within the Fire Department, and many criminal charges or convictions for violations may directly affect a firefighter’s ability to perform their job responsibilities and/or undermine the public’s trust of the Fire Department. It is, therefore, critical that the Department be made aware of criminal charges or convictions of members to assess that impact and to provide for appropriate response for the protection of the firefighter, the Department, and the public. The Denver Fire Department *Rules and Regulations* specifically addresses each member’s responsibility to obey the law.

**II. LAW VIOLATIONS AND CRIMINAL CONDUCT**

A. Every member of the Department must report any law violation or allegation of criminal conduct committed by any member of the Denver Fire Department to the Police Department for the jurisdiction in which the act occurred and to the Denver Fire Department’s Internal Affairs Bureau.

B. A member of the Denver Fire Department shall immediately self-report to Internal Affairs:

1. any arrest or conviction, issuance of a criminal summons, complaint, or penalty assessment notice, or any other legal notification to the member of any criminal offense.
2. any offense, regardless of whether the charge is a felony, misdemeanor, petty offense, or municipal ordinance offense.
3. if the member becomes aware that they are under investigation for a criminal offense, whether or not they were issued a summons or arrested.
4. when served with any type of restraining order.
5. any police contact in which the member may be the subject of an investigation. This will not apply if the member is contacted only in a witness capacity.

Exception: Parking tickets or traffic infractions in which the original charge incurs no points. Driving violations will be handled in accordance with DFD Directive 1010.05. DFD Driver’s License Policy.

C. A failure to report any of the above will result in discipline.

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

<b>Topic No:</b>	<b>1012.00</b>
<b>Date:</b>	<b>01-27-2022</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>01-27-2024</b>
<b>Replaces:</b>	<b>Same, dated 04-30-2019</b>

**Topic: Member Contact with Law Enforcement-Reporting of Charges (Internal Affairs Required Reporting)**

- D. Any supervisor who becomes aware that a member is under investigation for, arrested for, charged with, or convicted of any law violation or allegation of criminal conduct other than a traffic infraction, or that a member has been served with a restraining order and who fails to report that violation as set forth above should expect to receive significant discipline.
- E. All law violations committed by a member, all allegations of criminal conduct other than a traffic infraction by a member, and all allegations that a member has been issued a restraining order as the result of allegations of domestic violence or criminal activity must be investigated by Internal Affairs regardless of the outcome of the criminal proceedings or whether the restraining order has later been vacated.

**III. WHEN TO REPORT**

- A. All traffic violations, minus driving under the influence, law enforcement contact in which there is no arrest/summons and restraining orders must be reported immediately upon the member's return to work.
- B. Minus traffic violations, all law enforcement contact resulting in an arrest/summons, including driving under the influence, must be reported immediately.

**IV. REQUIRED DOCUMENTATION**

- A. Members shall notify their direct supervisor. They will complete and submit the Member Law Enforcement Contact - Reporting of Charges form, located in Target Solutions .
- B. The Law Enforcement Contact form shall be submitted to the member's supervisor and Internal Affairs. A copy of the summons or any other pertinent documents received from law enforcement must be included in the submittal to Internal Affairs.
- C. To retain necessary confidentiality, Internal Affairs/Administration will disseminate information to the member's chain of command as appropriate.



**DENVER FIRE DEPARTMENT**  
**Member Law Enforcement Contact-Report of Charges**  
CB.A.S.B.

<b><u>Member Information</u></b>			
Date:	Name:	F Number:	Rank/Classification:
	Supervisor:	Assignment:	
<b><u>Incident Specifics</u></b>			
Incident date:	Location:	Jurisdiction:	
<b><u>Type of Incident 1</u></b>			
<b>1. Moving Violation, Suspension, Restriction:</b>		Violation	Summons number:
Violation description (original charge - not plea bargain):			
Are there any restrictions on your license? Yes      No			
City Vehicle? Yes      No			
<b><u>Type of Incident 2</u></b>			
<b>2. Law Enforcement Contact as the Subject, Arrest, Charge or Conviction:</b>			
(See Department Directive 1012.00 for reporting requirements)			
Specifics of Subject, Arrest, Charge, Contact or Conviction as appears on legal document(s):			*If characters exceed 300, please continue on Appendix 1, page 2.
Jailed? Yes      No			
<b><u>Type of Incident 3</u></b>			
<b>3. Restraining Order:</b>			
Domestic	Criminal	Civil	Restrained party name:
Specifics of incident:			*If characters exceed 300, please continue on Appendix 2, page 2.

↓ Complete Type of Incident as applicable ↓

**~Provide copies of all summons', restraining orders and court documents~**

**Appendix 1 – Type of Incident 2 – Law Enforcement Contact Continued**

**Appendix 2 – Type of Incident 3 – Restraining Order Continued**



**Acknowledgment and confirmation of information provided**

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By signing this form, you confirm that the information in this document is correct.

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Employee Responsibility:** Complete form and forward to the Denver Fire Department's Internal Investigations Unit immediately upon reporting to work for the next duty shift following the occurrence of the reported action.

**~Provide copies of all summons', restraining orders and court documents~**

**Send form and all related documents to Internal Affairs.**



**DENVER FIRE DEPARTMENT**  
**Member Law Enforcement Contact-Report of Charges**  
CB.A.S.B.

<b><u>Member Information</u></b>			
Date:	Name:	F Number:	Rank/Classification:
	Supervisor:	Assignment:	
<b><u>Incident Specifics</u></b>			
Incident date:	Location:	Jurisdiction:	
<b><u>Type of Incident 1</u></b>			
<b>1. Moving Violation, Suspension, Restriction:</b>		Violation	Summons number:
Violation description (original charge - not plea bargain):			
Are there any restrictions on your license? Yes      No			
City Vehicle? Yes      No			
<b><u>Type of Incident 2</u></b>			
<b>2. Law Enforcement Contact as the Subject, Arrest, Charge or Conviction:</b>			
(See Department Directive 1012.00 for reporting requirements)			
Specifics of Subject, Arrest, Charge, Contact or Conviction as appears on legal document(s):			*If characters exceed 115, please continue on Appendix 1, page 2.
Jailed? Yes      No			
<b><u>Type of Incident 3</u></b>			
<b>3. Restraining Order:</b>			
Domestic	Criminal	Civil	Restrained party name:
Specifics of incident:			*If characters exceed 115, please continue on Appendix 2, page 2.

↓ Complete Type of Incident as applicable ↓

**~Provide copies of all summons', restraining orders and court documents~**

**Appendix 1 – Type of Incident 2 – Law Enforcement Contact Continued**

**Appendix 2 – Type of Incident 3 – Restraining Order Continued**

**Acknowledgment and confirmation of information provided**

---

By signing this form, you confirm that the information in this document is correct.

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Employee Responsibility:** Complete form and forward to the Denver Fire Department's Internal Investigations Unit immediately upon reporting to work for the next duty shift following the occurrence of the reported action.

**~Provide copies of all summons', restraining orders and court documents~**

**Send form and all related documents to Internal Affairs.**

**DENVER FIRE DEPARTMENT**

**DEPARTMENT DIRECTIVE**

**Topic: Modifications to Denver Fire Stations,  
Facilities, and Property**

<b>Topic No:</b>	<b>1013.00</b>
<b>Date:</b>	<b>11-17-2021</b>
<b>Approved:</b>	<b><i>JAV</i></b>
<b>Review Date:</b>	<b>11-17-2023</b>
<b>Replaces:</b>	<b>Same, dated 05-10-2021</b>

**PURPOSE:** To ensure consistency and accountability in the maintenance and repair of Department property

**SCOPE:** Applies to all Denver Fire Department Personnel

No member shall modify any Department facility or property without first obtaining permission through the chain of command from the Division Chief of Technical Services or designee. Examples of modifications include but are not limited to: landscape, paint, electrical, plumbing, removal or additions of fixtures, walls, cabinets, etc.

DENVER FIRE DEPARTMENT  
DEPARTMENT DIRECTIVE

<b>Topic No:</b>	<b>1014.00</b>
<b>Date:</b>	<b>05-20-2022</b>
<b>Approved:</b>	<b><i>KV</i></b>
<b>Review Date:</b>	<b>05-20-2025</b>
<b>Replaces:</b>	<b>Same, dated 02-24-2021</b>

**Topic: Line of Duty Injuries and Reporting**

**PURPOSE:** To define the appropriate process of reporting a line of duty injury.

**SCOPE:** Applies to all Denver Fire Department Uniformed Personnel

**I. OVERVIEW**

Any accident, injury, or disease affecting a Department member that occurs in the course of employment with the City, whether such occurs during a normal scheduled work period or during a period when the member has been specifically directed to work, shall be reported to the member's direct supervisor within 48 hours of when the member knew, or should have known, that the injury occurred.

Prompt and proper reporting of all line-of-duty injuries is necessary to ensure that members receive proper care, that necessary reports are completed, that notifications are made in a timely fashion, and that all needed information for follow-up is available.

- A. All serious job-related injuries (those requiring medical attention) to Department members must be reported by a supervisor to:
  - 1. Fire Dispatch
  - 2. Administration Division at 720-913-3451
  
- B. **ALL** treatment must be coordinated with the OUCH Line nurse, except in cases of emergency. The number to the OUCH Line is 303-436-6824 (OUCH). Members who fail to follow this procedure may lose some or all benefits. The OUCH Line nurse may refer the member to either the Concentra Clinic or the COSH clinic. The OUCH Line may list specific Concentra clinics available to us or the COSH clinic.
  
- C. Concentra or COSH will issue a *Return to Work Pass* that the member must present to the Administration Division office, **via email at DFDAdmin@denvergov.org** immediately after departure from Concentra or COSH.

DENVER FIRE DEPARTMENT  
DEPARTMENT DIRECTIVE

<b>Topic No:</b>	<b>1014.00</b>
<b>Date:</b>	<b>05-20-2022</b>
<b>Approved:</b>	<b><i>KV</i></b>
<b>Review Date:</b>	<b>05-20-2025</b>
<b>Replaces:</b>	<b>Same, dated 02-24-2021</b>

**Topic: Line of Duty Injuries and Reporting**

- D. When care is provided by a personal physician or specialist, the member still must obtain a Return to Work Pass from Concentra or COSH before returning to duty, except if their care, specific to the particular injury or condition, has been transferred to the specialist in writing and that transfer is confirmed by the Administration Division.
- E. When a member receives a Return to Work Pass from Concentra or COSH that reflects anything other than “Full Duty”, **the member is automatically assigned to the ADMINISTRATION DIVISION. ONLY** Administration Division staff can make or approve modified duty assignments or approve a complete layoff. Failure to properly report to the ADMINISTRATION DIVISION may subject the member (and/or supervisor) to discipline and loss of a member’s Sick Leave.
- F. The member’s supervisor must fill out the digital online Supervisor Report. The following link will direct you to the digital form. Use the Client ID, User ID, and Password that is provided. The Password is case-sensitive and needs the ‘W’ capitalized.

**Non-city computer copy and paste this link:**

<https://www.riskconnectclearsight.com/Enterprise/login.cmdx?noAuthentication=2&ReturnUrl=%252fEnterprise%252fStormsPackages%252fStorms.Wrapper%252f#/>

**City computer enter this link:**

<https://denvercity.sharepoint.com/sites/Finance/SitePages/Incident-and-Claim-Reporting.aspx>

Client ID: d223  
User ID: user  
Password: Welcome1

## **II. MEMBER RESPONSIBILITIES**

- A. Notify their officer and the Administration Division office of any change in status.

DENVER FIRE DEPARTMENT  
DEPARTMENT DIRECTIVE

<b>Topic No:</b>	<b>1014.00</b>
<b>Date:</b>	<b>05-20-2022</b>
<b>Approved:</b>	<b><i>KV</i></b>
<b>Review Date:</b>	<b>05-20-2025</b>
<b>Replaces:</b>	<b>Same, dated 02-24-2021</b>

**Topic: Line of Duty Injuries and Reporting**

- B. Submit written documentation (on provider's stationery) of appointments related to the illness or injury, including physicians, physical therapists, etc. This requirement applies to all members who are laid off, are assigned modified duty, or have continuing/follow-up appointments after being released to full duty.
- C. Keep all address and telephone number information up to date.
- D. Follow all restrictions. Failure to do so may jeopardize benefits, Workers Compensation, etc., and subject the member to discipline.
- E. Members on modified duty may NOT work any overtime or special details.
- F. **With the exception of any conflicts with the use of FML, members are required to use all vacation time as previously scheduled by the vacation pick process while assigned to modified duty.**
- G. Report to the Administration Division any orders from supervisors or others that would cause the member to violate their restrictions.
- H. To continue to work toward Maximum Medical Improvement (MMI).

**III. WHEN MEMBER IS NOT SEEN**

- A. The OUCH Line must be called.
- B. The member's supervisor must fill out the digital online Supervisor Report. The following link will direct you to the digital form. Use the Client ID, User ID, and Password that is provided. The Password is case-sensitive and needs the 'W' capitalized.

**Non-city computer copy and paste this link:**

**<https://www.riskconnectclearsight.com/Enterprise/login.cmdx?noAuthentication=2&ReturnUrl=%252fEnterprise%252fStormsPackages%252fStorms.Wrapper%252f#/>**



DENVER FIRE DEPARTMENT  
DEPARTMENT DIRECTIVE

<b>Topic No:</b>	<b>1014.00</b>
<b>Date:</b>	<b>05-20-2022</b>
<b>Approved:</b>	<b><i>KV</i></b>
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**Topic: Line of Duty Injuries and Reporting**

City computer enter this link:

<https://denvercity.sharepoint.com/sites/Finance/SitePages/Incident-and-Claim-Reporting.aspx>

Client ID: d223  
User ID: user  
Password: Welcome1

- C. The member's supervisor must contact Dispatch to create new incident number.
- D. The member's supervisor must complete the associated NFIR.

**IV. SAFETY REPRESENTATIVE**

The Division Chief of Administration has designated the Administration Division Captain to be the Department's Safety Representative to handle injuries to Department members. The Lieutenant in Administration has been designated as the backup Department Safety Representative. Other supervisors are **not** authorized to sign as the Safety Representative.

**V. BILLS RECEIVED FOR LOD INJURIES**

The Workers Compensation section of the City's Risk Management Department investigates, handles, and administers the City's Workers Compensation claims.

Risk Management receives the *Employee's Report of Injury* information from the designated providers: LOD claim is then established.

If a LOD injury occurs after hours or on the weekend and Risk Management doesn't receive a report of injury, this could result in bill collection efforts against the member. This will occur if the OUCH Line nurse is not contacted or the member is not seen by one of the two designated providers. Also, not all medical providers know that your claim is a Workers Compensation claim, especially for treatment immediately following the injury. It is possible that the provider will bill the member rather than sending it to Risk Management.

DENVER FIRE DEPARTMENT  
DEPARTMENT DIRECTIVE

<b>Topic No:</b>	<b>1014.00</b>
<b>Date:</b>	<b>05-20-2022</b>
<b>Approved:</b>	<b><i>KV</i></b>
<b>Review Date:</b>	<b>05-20-2025</b>
<b>Replaces:</b>	<b>Same, dated 02-24-2021</b>

**Topic: Line of Duty Injuries and Reporting**

**Do not ignore or throw away any bills or notices you may receive at your home address.**

If the member receives any bill in the mail, send it to the Administration Lieutenant or Captain and follow up via phone.

DENVER FIRE DEPARTMENT  
DEPARTMENT DIRECTIVE

<b>Topic No:</b>	1017.00
<b>Date:</b>	11-17-2021
<b>Approved:</b>	JAV
<b>Review Date:</b>	11-17-2023
<b>Replaces:</b>	Same, dated 05-26-2021
<b>Reference:</b>	Local 858 CBA Article XVIII Section 12

**Topic:** Military Leave

**PURPOSE:** To clearly identify to DFD members serving in the military, the actions needed to take military leave, how hours may be used, and return to duty procedures.

**SCOPE:** This policy applies to all DFD members serving in the military (reserves and National Guard) who are required to attend scheduled drills and annual training, and any member called to active duty for any extended time.

**DEFINITIONS:**

**Scheduled drills:** Required training scheduled in advance usually consisting of but not limited to one weekend a month.

**Annual training:** Required yearly training usually consisting of two or more weeks out of the year. This may be local training or any other chosen site and may require more days for travel.

**Extended deployments:** Active duty military orders that exceed 89 days.

**Accrued military leave:** Leave granted by the military at the end of an extended deployment that was accrued during the course of the deployment.

**I. TAKING PAID MILITARY LEAVE**

- A. Any DFD member serving in the military shall be eligible for up to fifteen (15) calendar days (not to exceed 120 hours) of military leave with pay each calendar year. This leave may be taken incrementally or used all at once. When the member receives notice of required military training from their military command, the member shall contact the Administration Division to inform them of upcoming military training. If on drill weekend a member is released and can return to duty, they may use only the time needed and are not required to take the full 24 hours out of their military leave bank.
- B. If a member is to take paid military leave, they are required to contact the Administration Division and inform them on how the military leave is to be taken (Paid, LWOP, or as Vacation). The member will be required to provide documentation such as orders or employee letters as soon as a copy becomes available.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1017.00</b>
<b>Date:</b>	<b>11-17-2021</b>
<b>Approved:</b>	<i>JAV</i>
<b>Review Date:</b>	<b>11-17-2023</b>
<b>Replaces:</b>	Same, dated 05-26-2021
<b>Reference:</b>	Local 858 CBA Article XVIII Section 12

**Topic: Military Leave**

C. If a member taking military leave has exhausted their 120-hour military leave bank, they may be eligible to take leave in the form of FMLA. After any military duty (except for extended deployments) is performed, the member is required to report for their next scheduled shift. No military leave shall be granted past expiration of orders.

## **II. EXTENDED DEPLOYMENTS**

- A. Any member who receives active duty orders for any period of time longer than 89 days will be considered to be activated for an extended deployment and that employee is guaranteed certain rights of employment under the Uniformed Service Employment and Reemployment Rights Act of 1994.
- B. When notice is given to the member from their military command, the member is required to contact the Administration Division to inform them of upcoming deployment to schedule time off as well as to schedule a time prior to their deployment with Safety HR at [SafetyHR@denvergov.org](mailto:SafetyHR@denvergov.org) or 720-913-6741 (Option 7 Military).
- C. During the deployment, the member is entitled to all the same accruals as if they were an active DFD member (i.e. seniority, sick leave, and vacation time).
- D. Any member on military leave will retain their position as for rank. However, if they're in a position that needs to be filled for operational effectiveness, the member may be reassigned as rights of management.

## **III. RETURN TO DUTY FROM EXTENDED DEPLOYMENTS**

- A. After being released from active duty, the member must contact the Administration Division and coordinate their return to duty. If military leave has exceeded the parameters of Department Directive 1059.00, Firefighter Return to Active Suppression Program, the member shall complete this basic skills refresher program. A member may return to duty if still on military orders if they are using their accrued military leave.
- B. After scheduling return to duty, the member will again meet with the Safety HR Benefit Analyst and be put back on payroll. At this time, the member will make sure benefits and accruals are reinstated and caught back up.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

**Topic: Military Leave**

<b>Topic No:</b>	<b>1017.00</b>
<b>Date:</b>	<b>11-17-2021</b>
<b>Approved:</b>	<i>JAV</i>
<b>Review Date:</b>	<b>11-17-2023</b>
<b>Replaces:</b>	Same, dated 05-26-2021
<b>Reference:</b>	Local 858 CBA Article XVIII Section 12

C. Members shall review their Target Solutions to review training, new Directives, or changes in policies. If military leave has not exceeded the parameters of Department Directive 1059.00, Firefighter Return to Active Suppression Program, the member will *have the opportunity to report* to Safety and Training and review any JPRs or new equipment as well as changes in tactics. The Department may also require the member to complete additional training.

DENVER FIRE DEPARTMENT  
DEPARTMENT DIRECTIVE

<b>Topic No:</b>	<b>1018.00</b>
<b>Date:</b>	<b>01-03-12</b>
<b>Approved:</b>	<i><b>TAB</b></i>
<b>Review Date:</b>	<b>01-03-14</b>
<b>Replaces:</b>	N/A

**Topic:**     **Recording Policy**

**PURPOSE:** To ensure DFD compliance with Department of Safety Directive 2011-01 regarding the Recording Policy for Department of Safety personnel.

**SCOPE:**     Applies to all Denver Fire Department Personnel

Per the Office of the Manager of Safety, all Denver Fire Department personnel shall familiarize themselves with the following Department of Safety Directive as it pertains to the Recording Policy for Department of Safety personnel:

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DENVER FIRE DEPARTMENT  
DEPARTMENT DIRECTIVE

Topic No:	1018.00
Date:	01-03-12
Approved:	TAB
Review Date:	01-03-14
Replaces:	N/A

Topic: Recording Policy



CITY AND COUNTY OF DENVER

DEPARTMENT OF SAFETY  
FIRE • POLICE • SHERIFF

Office of Manager  
1331 Cherokee Street  
Room 302  
Denver, CO 80204-2720  
Phone: (720) 913-6020  
Fax: (720) 913-7028

TO: All Safety Agencies  
FROM: Charles F. Garcia, Manager  
Date: April 28, 2011  
Directive: 2011 – 01 (“Department of Safety Recording Policy”)

DEPARTMENT OF SAFETY  
RECORDING POLICY

It is the policy of the City and County of Denver Department of Safety that in person or telephone (both cellular and land-line) conversations between members of the Department or any city employee will not be recorded, either by video or audio recording devices, with the following exceptions:

- All parties to the conversation are aware that the conversation is being recorded; or
- The surreptitious recording is done lawfully in conjunction with a criminal investigation being conducted by the Department; or
- The surreptitious recording is being done lawfully in conjunction with an administrative investigation and written approval has been obtained from one of the following or their designee: Manager of Safety, Chief of Police, Fire Chief, Director of Corrections; or
- Recording is being done off duty, and not in any City facility or vehicle.

Any employee found surreptitiously recording any conversation in violation of this policy may be subject to disciplinary action up to and including dismissal.

  
Charles F. Garcia  
Manager of Safety

  
Date

DENVER FIRE DEPARTMENT  
DEPARTMENT DIRECTIVE

<b>Topic No:</b>	<b>1019.00</b>
<b>Date:</b>	<b>12-28-17</b>
<b>Approved:</b>	<b><i>TAB</i></b>
<b>Review Date:</b>	<b>12-28-19</b>
<b>Replaces:</b>	<b>Same, dated 08-10-12</b>

**Topic:**     **Mission Statement**

The Denver Fire Department is dedicated to:

- Our *Desire to Serve*; committing to those we serve with integrity, accountability, and inclusivity
- Our *Courage to Act*; providing quality, timely, and professional emergency services to protect life and property
- Our *Ability to Perform*; working together to maintain the highest standards of mitigation, preparedness, prevention, and community engagement



**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1020.00</b>
<b>Date:</b>	<b>05-26-2021</b>
<b>Approved:</b>	<i>JAV</i>
<b>Review Date:</b>	<b>05-26-2023</b>
<b>Replaces:</b>	<b>Same, dated 01-03-2012</b>

**Topic: Code of Conduct**

Every member of the Denver Fire Department is expected to conduct themselves in a self-disciplined and professional manner and is responsible for that conduct and should project a positive, productive, and mature demeanor.

The following list of guidelines represents the conduct standards for members of the Denver Fire Department.

**EVERY MEMBER SHALL:**

1. Comply with the Guidelines of their respective Divisions and written Directives of both the Denver Fire Department and the City of Denver.
2. Use their training and capabilities to protect the public at all times.
3. Work to the level of expertise in their position so as to enable all Department programs and functions to operate effectively.
4. Always conduct themselves to reflect credit on the Department and the City of Denver.
5. Supervisors will manage in an effective, considerate, and fair manner. Subordinates will follow instructions in a positive, cooperative manner.
6. Always conduct themselves in a manner that creates good order inside the Department.
7. Keep themselves informed to enhance their awareness and efficiency concerning their positions.
8. Be concerned and protective of each member's welfare.
9. Operate safely.
10. Use good judgment.
11. Keep themselves physically fit.
12. Observe the work hours of their position.
13. Obey the law.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1020.00</b>
<b>Date:</b>	<b>05-26-2021</b>
<b>Approved:</b>	<i>JAV</i>
<b>Review Date:</b>	<b>05-26-2023</b>
<b>Replaces:</b>	<b>Same, dated 01-03-2012</b>

**Topic: Code of Conduct**

14. Be responsible and maintain any/all Department equipment and property at an efficient and usable level.

**MEMBERS SHALL NOT:**

15. Engage in activity that is detrimental to the Department.

16. Engage in a conflict of interest to the Department or use their position with the Department for personal gain or influence.

17. Use alcoholic beverages, debilitating drugs, or any substance which impairs their physical or mental capacities while on duty, or when susceptible to emergency recall.

18. Engage in intimidating, threatening, or hostile behaviors, physical assault, or other acts of this nature.

19. Engage in any sexual activity while on duty.

20. Abuse their Sick Leave.

21. Steal.

22. Depart from the truth.

**DENVER FIRE DEPARTMENT**

**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1021.00</b>
<b>Date:</b>	<b>07-18-19</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>07-18-21</b>
<b>Replaces:</b>	<b>Same, dated 03-22-18</b>

**Topic: Sexual Harassment Policy**

It is the policy of the Denver Fire Department that sexual harassment is not acceptable and will not be tolerated. All employees are expected to avoid any participation in unwelcome behavior or conduct toward any other employee, which could be interpreted as sexual harassment under the following guidelines:

Sexual harassment is defined as follows:

Unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a physical nature, when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment; or
2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individuals; or
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive environment.

Examples of sexual harassment include, but are not limited to:

1. Sex-oriented verbal "kidding" / "jobbing."
2. "Teasing" or joking that takes on a sexual tone.
3. Subtle pressure for sexual activity.
4. Physical contact such as patting, pinching, or constant brushing against another's body.
5. Demands for sexual favors.
6. Printed material that is construed to be sexually offensive.
7. Television broadcasts or video (including but not limited to tapes, disks, digital media, downloads, and streaming) of a sexual nature.\*

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

<b>Topic No:</b>	<b>1021.00</b>
<b>Date:</b>	<b>07-18-19</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>07-18-21</b>
<b>Replaces:</b>	<b>Same, dated 03-22-18</b>

**Topic: Sexual Harassment Policy**

A supervisor or any other person is engaging in sexual harassment if they use, offer, or threaten to use the power of their office or position to control, influence, or affect the career, salary, or job of another employee or prospective employee in exchange for unwelcome sexual favors.

Any employee is engaging in sexual harassment if they participate in deliberate or repeated unsolicited verbal comments, gestures, or physical contact of a sexual nature which are unwelcome or interfere with the work environment.

The following procedures shall be followed when sexual harassment occurs:

1. The affected individual should, if they are comfortable doing so, make it clear to all involved persons that such behavior is offensive to them.
2. The affected individual shall bring the matter to the appropriate supervisor's attention. \*\*
3. The supervisor shall investigate the complaint of sexual harassment promptly or shall forward the complaint to the Internal Affairs Bureau for investigation. The determination of whether or not a particular action constitutes sexual harassment shall be made from the facts on a case-by-case basis. In determining harassment, the supervisor or other appropriate official shall look at the totality of the circumstances, such as the nature of the sexual conduct and the context in which the alleged incidents occurred.
4. If sexual harassment is found to exist, appropriate management and supervisory personnel shall take prompt corrective action. Please refer to Department Directive #1057.00, DFD Discipline Handbook, to ensure that correct procedures are followed.
  - Sexual harassment, which has the effect of unreasonably interfering with an employee's work performance or which creates an intimidating, hostile or offensive environment shall constitute a violation of the Department's Conduct Standards, and may result in discipline up to and including dismissal on the first offense.
  - Sexual harassment, which affects a term or condition of employment or which is the basis of an employment decision affecting the employee or prospective employee, shall constitute a violation of the Department's Conduct Standards, and may result in discipline up to and including dismissal on the first offense.

DENVER FIRE DEPARTMENT  
DEPARTMENT DIRECTIVE

Topic No:	1021.00
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Topic: Sexual Harassment Policy

5. If the actions of the immediate supervisors do not effectively stop the sexual harassment, the affected individual should contact the Employee Relations Specialist at Safety HR. The complaint will then be further investigated and dealt with by the Specialist.

If an employee reporting harassment, discrimination, or retaliation pursuant to this policy does not wish to be identified as a complainant, the Chief may be listed as the complainant in any subsequent investigations of that report. In cases where the Chief is alleged to be engaging in conduct in violation of this policy, the Executive Director of Safety may be named as the complainant in any subsequent investigations of that report.

Refer to Department policy when using cable television or video in the fire house.

The displaying of sexually explicit material in a public building and in the work environment is prohibited.

***Company Officers and District Chiefs will be held responsible for ensuring compliance of this policy.*** Those who are found in violation of this policy will be dealt with in accordance with the sexual harassment policy of the Denver Fire Department.

**\*The broadcasting of sexual explicit material in any Fire Department facility is hereby prohibited.**

**\*\*Appropriate supervisor can include immediate supervisor or anyone in the chain of command, Administrative Division Chief, Division 4, HR Business Partner, or the Employee Relations Specialist for Department of Safety. It is the responsibility of the "appropriate supervisor" to report the allegation immediately to the administration at the Denver Fire Department Headquarters. Employees may also report their concerns to Safety HR, or the Executive Director of Safety's Office.**

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1022.00</b>
<b>Date:</b>	<b>11-17-2020</b>
<b>Approved:</b>	<b>DGF</b>
<b>Review Date:</b>	<b>11-17-2022</b>
<b>Replaces:</b>	<b>Same, dated 01-03-12</b>

**Topic:** Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy

**EXECUTIVE ORDER NO. 94**

**TO:** All Departments and Agencies Under the Mayor

**FROM:** Michael B. Hancock, Mayor

**DATE:** June 1, 2020

**SUBJECT:** City and County of Denver Employees’ Alcohol and Drug Policy

**PURPOSE:** As an employer, the City and County of Denver (City) is required to adhere to various federal, state, local laws and regulations regarding alcohol and drug use. The City also has a vital interest in maintaining a safe, healthy and efficient environment for its employees and the public. Being under the influence of, subject to the effects of, or impaired by alcohol or drugs on the job may pose serious safety and health risks to the employee, his or her co-workers and the public. Additionally, the possession, use, or sale of an illegal drug in the workplace poses an unacceptable risk to the safe, healthy and efficient operation of the City.

The City provides employee assistance through outside providers and Department of Safety psychologists (for uniformed personnel), all of whom offer help to employees who seek assistance for alcohol and/or drug use and other personal or emotional issues.

**POLICY:** It is the policy of the City to maintain a safe and healthy work environment by prohibiting the use of alcohol and illegal drugs in the workplace. Employees who consume alcohol or illegal drugs on City property, or who work while under the influence of, subject to the effects of, or impaired by drugs or alcohol, pose a serious safety risk to themselves and those around them. The City has both the right and the obligation to maintain a safe and healthy working environment for its employees by adhering to applicable federal, state and local law, and by enforcing the rules set forth in this Executive Order.

It is also the policy of the City to take a strong stand against driving under the influence of alcohol or drugs. Traffic-related deaths and injuries have risen to unacceptable levels across the country and many of those deaths and injuries are attributable to drunk and drug-impaired driving. The City is constantly striving to make its roads safer by various means, which include promoting a culture of traffic safety. It is antithetical to those efforts for the City to tolerate drunk and drug-impaired driving by any of its employees at any time.

City employees who violate this Executive Order may be subject to disciplinary action, up to and including dismissal. Moreover, the failure of a managerial or supervisory employee to enforce this Executive Order may result in disciplinary action against the manager or supervisor, up to and including dismissal.

**RESPONSIBLE AUTHORITY(S):** City Attorney

This executive order, effective on the above date, establishes and confirms the policy of the City concerning the problem of drug and alcohol use in the workplace, as well as unlawful off-duty alcohol and drug driving offenses. On the date it becomes effective, this executive order supersedes all previous enacted alcohol and drug executive orders.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1022.00
Date:	11-17-2020
Approved:	DGF
Review Date:	11-17-2022
Replaces:	Same, dated 01-03-12

Topic: Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy

**I. PROHIBITIONS FOR ALL CITY EMPLOYEES INCLUDING CLASSIFIED MEMBERS OF THE POLICE AND FIRE DEPARTMENTS.**

**A. Alcohol**

Employees are prohibited from consuming, being under the influence of, or impaired by alcohol while performing City business, driving a City vehicle or on City property.

**There are seven circumstances under which these prohibitions do not apply.**

1. An employee is not on duty **and** attending an officially sanctioned private function, e.g., an invitation-only library reception.
2. An employee is attending an officially sanctioned public function on City property at which alcohol is served (e.g., a reception hosted by the Mayor to honor a departing appointee) and is not impaired by or under the influence of alcohol.
3. An employee is not on duty and at a City location as a customer, e.g., playing golf on a City course.
4. An employee is a member of the Police Department and as a part of the employee’s official duties, consumes alcohol in accordance with Police Department procedures.
5. The Mayor and any accompanying employee, while hosting dignitaries on City property during or outside of regular business hours, consumes alcohol in honor of the dignitaries’ tradition or culture of ceremoniously sharing alcohol with their host, and is not impaired by or under the influence of alcohol.
6. An employee is performing City business outside of the employee’s regular business hours while attending a business-related event, and the employee is not driving a City vehicle to or from the event and is not impaired by or under the influence of alcohol during the event.
7. An employee is performing airport related business during or outside of regular business hours:
  - a. while attending an event hosted or officially sanctioned by the Department of Aviation at which alcohol is served **and** is not impaired by or under the influence of alcohol; **or**

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1022.00
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Topic: Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy

- b. while on international or interstate airport related business travel; **and** the employee is not impaired by or under the influence of alcohol **and** the employee is an appointed or elected Charter officer or an appointee thereof, a department or agency head, or has the permission of his or her appointing authority.

The alcohol levels defined by the state legislature that may be amended from time to time for defining “under the influence of alcohol” and “impaired by alcohol” are adopted here for purposes of this executive order.

Employees holding Commercial Driver’s licenses (CDL) are **also** subject to the alcohol levels defined by the Department of Transportation (DOT) regulations that may be amended from time to time for “under the influence” which are adopted here for purposes of this executive order.

Current alcohol level definitions are contained in the Addendum of this Order. If the alcohol level definitions contained in the Addendum to this Order conflict with the definitions provided by state law and the DOT regulations, the state law and DOT regulations will control.

**B. Legal Drugs**

- 1. Employees who operate vehicles or dangerous equipment or perform safety- sensitive functions as part of their essential duties and who are taking or intend to take prescription medication that is identified as a controlled substance in the schedules of controlled substances (Title 21 C.F.R. § 1308.12-15), or that may otherwise affect their performance, are prohibited from performing their safety- related duties unless and until they have completed the disclosure and clearance process set forth below. The types of drugs identified in the schedules of controlled substances include, but are not limited to, opiates, depressants, narcotic drugs, anabolic steroids, stimulants and hallucinogenic substances.
- 2. The disclosure and clearance process requires that all such employees do the following:
  - a. Notify their supervisor, the Agency’s Human Resource professional, or the Agency’s Safety Officer in advance of performing their duties that they intend to take or are currently taking (on or off duty) prescription medication that is a controlled substance or may otherwise affect their job performance, and that medical clearance is needed. No additional medical information needs to be disclosed at this time, nor should it be requested.



DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1022.00</b>
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<b>Replaces:</b>	<b>Same, dated 01-03-12</b>

**Topic: Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy**

- b. Schedule and participate in an interview with the Medical Director of the Occupational Health and Safety Clinic (OHSC), or their delegee, the purpose of which is to enable the Medical Director or delegee to confirm the validity and limitations of the prescription medication and determine whether the use of the controlled substance as prescribed will adversely affect their ability to safely perform their job duties.
- c. Obtain clearance from the Medical Director or delegee to perform their regular duties while taking the prescription medication, and report their clearance to their supervisor, Agency Human Resources professional or Agency Safety Officer.
- 3. It shall be the employee’s responsibility to initiate and comply with this disclosure and clearance process and to cooperate with the supervisor, Agency Human Resource professional or Agency Safety Officer, and the Medical Director or delegee, to allow for a prompt determination to be made. Employees who fail to comply with the disclosure and clearance process may be subject to disciplinary action, up to and including dismissal.
- 4. If appropriate, the Medical Director or delegee may request a medical release from employees seeking prescription medication clearance for the purpose of contacting the prescribing physician.
- 5. Employees who operate vehicles or dangerous equipment or perform safety- sensitive functions as part of their essential duties and who regularly take prescription medications described in paragraph B(1), above, are required to comply with the disclosure and clearance process on an annual basis, and any such earlier time as a change is made to their prescription that may affect or further affect their ability to perform their safety-related duties.
- 6. Employees who are currently taking prescription medications described in paragraph B (1), above, may be required to use paid leave, or if no such leave is available, authorized unpaid leave, pending completion of the disclosure and clearance process.
- 7. The OHSC and/or the Agency’s Human Resources personnel shall keep the medical records that disclose the identity of the legal drug confidential in accordance with state and federal laws.
- 8. Marijuana is **not** considered a legal drug for purposes of this Executive Order No. 94, even if a physician has recommended marijuana for medical reasons. Please refer to Section I (C)(3), below.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1022.00</b>
<b>Date:</b>	<b>11-17-2020</b>
<b>Approved:</b>	<b>DGF</b>
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<b>Replaces:</b>	<b>Same, dated 01-03-12</b>

**Topic:** Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy

**C. Illegal Drugs**

1. Employees are prohibited from consuming, being under the influence of, subject to the effects of, or impaired by illegal drugs while performing City business, while driving a City vehicle or while on City property.
  
2. Employees are also prohibited from selling, purchasing, offering, transferring or possessing an illegal drug while performing City business, while driving a City vehicle or while on City property. There is one exception to this prohibition. An employee of the Classified Service of the Police and Fire Departments or the Denver Sheriff's Department may, as a part of his or her official duties, sell, purchase, transfer or possess illegal drugs in accordance with the employee's department procedures.
  
3. Although Colorado state law has de-criminalized the use, possession, sale and cultivation of recreational and medical marijuana by certain individuals subject to various limitations and restrictions, those laws do not require employers to accommodate or permit such use, possession, sale, etc., of marijuana in the workplace. In addition, marijuana currently remains an illegal drug under federal law. As such, for the purposes of this Executive Order, marijuana is still considered an “illegal drug,” even when used for medical purposes.
  
4. Prescription drugs obtained or used illegally constitute an “illegal drug” for the purposes of this Executive Order.
  
5. The illegal drug cut-off levels established by the DOT regulations, that may be amended from time to time, are adopted here for purposes of this executive order. Current illegal drug levels are contained in the Addendum to this Order. If there is a conflict between the illegal drug levels established by the DOT regulations, and those contained in the Addendum to this Order, the DOT regulations will control.

**II. DRUG AND ALCOHOL TESTING**

**A. Pre-Employment/Pre-Placement Testing**

1. The City may implement, with the City Attorney’s approval, pre-employment screening practices designed to prevent hiring or promoting individuals into job positions whose:
  - a. use of illegal drugs may affect the public health or safety; and

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1022.00</b>
<b>Date:</b>	<b>11-17-2020</b>
<b>Approved:</b>	<b><i>DGF</i></b>
<b>Review Date:</b>	<b>11-17-2022</b>
<b>Replaces:</b>	<b>Same, dated 01-03-12</b>

**Topic: Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy**

- b. use of alcohol or legal drugs indicates a potential for impaired or unsafe job performance where the public health or safety may be affected.

The Civil Service Commission, Office of Human Resources, OHSC or interviewing agency shall inform a job applicant of these pre-employment screening practices prior to such screening.

- 2. At a minimum, testing for illegal drugs and controlled substances shall be conducted before any person hired for a position defined as safety-sensitive or requiring a CDL shall be allowed to perform the duties of such position. In addition, candidates or employees for such positions may be tested for alcohol.
- 3. Refusal by an applicant to submit to a pre-employment test shall result in denial of employment.
- 4. Pre-employment/Pre-placement test results:

- a. **Alcohol**

Where alcohol use is detected, employment may be denied.

- b. **Legal Drugs**

- i. Where use of a prescription drug is detected, applicants may be required to provide documentation confirming the drug has been prescribed by a physician for the applicant, and the amount detected is within the prescribed dosage. If the applicant is unable to provide such proof, employment may be denied.
- ii. Where the applicant’s future or continued use of the drug poses a potential safety risk or would impair job performance, employment may be denied in accordance with the applicable state and federal laws.

- c. **Illegal Drugs**

- i. Employment shall be denied when the presence of an illegal drug is detected.
- ii. Employment shall be denied when the presence of a known masking agent is detected.
- iii. A second direct observation urinalysis test may be required prior to offering

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1022.00
Date:	11-17-2020
Approved:	DGF
Review Date:	11-17-2022
Replaces:	Same, dated 01-03-12

Topic: Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy

employment to an applicant whose drug test evidences the urine sample has been diluted or is outside normal temperature ranges.

**B. Reasonable Suspicion Testing**

1. When a supervisor has reasonable suspicion that an employee is under the influence of, impaired by, or subject to the effects of alcohol, legal drugs or illegal drugs in violation of this Executive Order, after taking appropriate safety measures (e.g., removing the employee from any situation which may pose a safety risk to the employee, co-workers or the public), the supervisor shall immediately consult with the Agency’s Human Resources representative, Safety Officer or the Employment and Labor Law Section of the City Attorney’s Office to determine further actions. However, if immediate consultation is not possible, it is the responsibility of the supervisor to promptly initiate alcohol and/or drug testing. The supervisor shall initiate testing as follows:
  - a. Document in writing the specific reasons for the decision to initiate testing based on specific, contemporaneous, articulable observations of the employee's appearance, behavior, speech or body odors that support a reasonable suspicion of alcohol and/or drug use.
  - b. When possible, have a second supervisor confirm the specific, contemporaneous, articulable observations of the employee's appearance, behavior, speech or body odors, and document those observations in writing.
  - c. Advise the employee that the supervisor is ordering the employee to go to the testing site for testing.
  - d. Escort the employee to the testing site as soon as possible. If the supervisor is unable to escort the employee personally, the supervisor should have another individual escort the employee for testing. The individual selected to escort the employee shall be of a higher grade/rank than the employee being tested. Under no circumstances should the employee be allowed to drive themselves to the testing site.
  - e. Require the employee to bring a picture identification card and proof of the employee's Social Security or employee number to the testing site.
  - f. If the employee refuses to go to the testing site, or refuses to participate in the testing process, the supervisor or the escort should tell the employee that the testing request is a direct order and that refusal to comply with the direct order constitutes grounds for mandatory dismissal. If the employee continues to refuse to go to the

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1022.00</b>
<b>Date:</b>	<b>11-17-2020</b>
<b>Approved:</b>	<b><i>DGF</i></b>
<b>Review Date:</b>	<b>11-17-2022</b>
<b>Replaces:</b>	<b>Same, dated 01-03-12</b>

**Topic:** Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy

testing site or to participate in the testing process, the supervisor should immediately place the employee on investigatory leave and make all reasonable efforts to ensure that the employee is transported home safely.

- g. After the initial test results are known, the supervisor should notify the appointing authority or designee of the results and obtain further guidance as needed.
  - h. If the initial test results indicate that the employee is under the influence of, impaired by, or subject to the effects of alcohol, unauthorized legal drugs or illegal drugs, the supervisor should notify the employee that s/he is being placed on paid investigatory leave and take appropriate steps to ensure that the employee is transported home safely.
  - i. If the initial test results are invalid or unavailable, or if the testing cannot be conducted for any reason, and the supervisor is reasonably concerned about the employee's ability to perform his or her duties in a satisfactory and safe manner, the supervisor should place the employee on investigatory leave pending results of testing or some other administrative determination, and take appropriate steps to ensure that the employee is transported home safely.
  - j. If an employee suspected of being impaired by, under the influence of, or subject to the effects of alcohol, unauthorized legal drugs or illegal drugs attempts to drive away from the testing site or worksite, the supervisor or escort should make all reasonable efforts, short of physical force, to prevent the employee from doing so. If the employee does drive away, the supervisor or escort should call 9-1-1 immediately to report the employee as an impaired (or potentially impaired) driver and provide pertinent information to assist police in identifying and locating the vehicle (e.g., make, model and color of the vehicle; license plate number; direction of travel; description of employee) and the reasons for suspecting that the employee is impaired (e.g., the initial test results or basis for reasonable suspicion alcohol and/or drug testing). The supervisor should not attempt to follow the employee’s vehicle.
2. During regular OHSC hours, the testing shall be conducted at one of the OHSC testing sites. After regular hours, the supervisor shall page the OHSC alcohol and drug testing personnel to arrange for immediate testing.
  3. Testing for alcohol should be administered within two (2) hours of making a reasonable suspicion determination. If this two (2) hour time frame is exceeded, the supervisor should document the reasons the test was not promptly administered. Testing outside of this time frame may only be conducted in consultation with the Employment and Labor Law Section

*(1022.00 Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy)*

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1022.00
Date:	11-17-2020
Approved:	DGF
Review Date:	11-17-2022
Replaces:	Same, dated 01-03-12

Topic: Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy

of the City Attorney’s Office.

4. Testing for unauthorized legal drugs or illegal drugs should be administered within eight (8) hours of making a reasonable suspicion determination. If this eight (8) hour time frame is exceeded, the supervisor should document the reasons the test was not promptly administered. Testing outside of this time frame may only be conducted in consultation with the Employment and Labor Law Section of the City Attorney’s Office.
5. Supervisors and escorts shall keep the employee's name and identifying information restricted to persons who "need to know."
6. If a supervisor has reasonable suspicion that an employee is in possession of, selling or transferring illegal drugs in violation of this executive order, the supervisor shall contact the police prior to initiating any drug testing.
7. Supervisors who fail to perform their responsibilities under this Section II (B) may be subject to discipline, up to and including dismissal.

**C. Post-Accident Testing**

1. As soon as practicable following a driving or other workplace accident, the supervisor shall ensure that the involved employee is tested for alcohol and drugs when the accident:
  - a. may have been the fault of the employee **and** involves a fatality;
  - b. may have been the fault of the employee **and** any individual was injured seriously enough to require immediate medical treatment away from the scene of the accident;
  - c. may have been the fault of the employee **and** the accident resulted in disabling damage to any vehicle or any equipment; or
  - d. there is reasonable suspicion to test the employee.
2. "Disabling damage" for a vehicle accident is defined as damage that prevents the departure of the vehicle from the scene of an accident in its usual manner, or damage that renders the vehicle illegal to operate. Vehicle damage that can be remedied temporarily at the scene without special tools or parts, i.e., replacing a tire with the spare, taping over an otherwise operable headlight or taillight, or tying down the hood of a car, are not considered disabling. Nonetheless, towing of a vehicle is not required before a supervisor can deem a vehicle “disabled” for purposes of testing.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1022.00</b>
<b>Date:</b>	<b>11-17-2020</b>
<b>Approved:</b>	<i>DFG</i>
<b>Review Date:</b>	<b>11-17-2022</b>
<b>Replaces:</b>	<b>Same, dated 01-03-12</b>

**Topic: Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy**

3. "Disabling damage" for a workplace accident is defined as precluding the use of the equipment from its usual operation. Equipment that can be remedied temporarily at the scene without special tools or parts is not considered disabling.
4. The issuance of a traffic citation is not required before a supervisor can determine an employee “may have been at fault” in a vehicle accident. If a supervisor determines the employee’s actions may have contributed to the accident, or the employee **may** have been at fault, the “fault” requirement will have been met for purposes of testing.
5. During regular OHSC hours, the testing shall be conducted at one of the OHSC testing sites. After regular hours, the supervisor shall page the OHSC alcohol and drug testing personnel to arrange for immediate testing.
6. Post-accident alcohol and drug testing shall be initiated in accordance with the procedures set forth in Section II (B)(1)(c)-(i) of this Order. Post-accident alcohol and drug testing based solely on reasonable suspicion shall also comply with Section II (B)(1)(a)-(b).
7. Post-accident testing for alcohol should be administered within two (2) hours following the accident. If this two (2) hour time frame is exceeded, the supervisor should document the reasons the test was not promptly administered. Post-accident testing for unauthorized legal drugs and illegal drugs should be administered within eight (8) hours following the accident. Testing outside of these time frames may only be conducted in consultation with the Employment and Labor Law Section of the City Attorney’s Office.
8. Supervisors who fail to perform their responsibilities under this Section II (C), may be subject to discipline, up to and including dismissal.

**D. Return to Duty Testing**

Employees who have violated the prohibited conduct listed in Sections I (A) or I (C) of this Order shall not return to work unless they have been tested for alcohol and drugs at the OHSC and both tests have been verified as negative.

**E. Unannounced Testing**

If an employee has been placed on a Stipulation and Agreement in accordance with this executive order, as a part of that Stipulation and Agreement, the employee may be tested for alcohol and/or drugs by the agency without prior notice of the testing date or time for at least 36

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1022.00
Date:	11-17-2020
Approved:	DGF
Review Date:	11-17-2022
Replaces:	Same, dated 01-03-12

Topic: Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy

months from the last date in time that the stipulation and agreement is signed by the parties.

**F. Random Testing**

The City may implement, with the City Attorney's approval, random alcohol and drug testing for employees deemed to perform safety-sensitive functions for the City or any of its agencies.

**G. Commercial Driver’s License (CDL) Testing**

For those positions requiring a CDL, the City is required to implement alcohol and drug testing in accordance with applicable DOT regulations, as may be amended from time to time. Such testing is **in addition to** the testing described in Sections II (B) and (D) of this Order.

**1. Pre-Employment Testing**

Prior to the first time a driver performs safety-sensitive functions for the City or any of its agencies, the driver shall be tested for illegal drug usage in compliance with the DOT and state regulations, as may be amended from time to time.

**2. Reasonable Suspicion Testing**

The procedures described in Section II (B) of this Order shall be followed.

**3. Post-Accident Testing**

a. As soon as practicable following an accident, the supervisor shall ensure that the vehicle driver is tested for alcohol when:

- i. the accident involved the loss of human life;
- ii. the vehicle driver was cited for a moving violation arising from the accident within 8 hours of its occurrence **and** an individual was injured seriously enough to receive immediate medical treatment away from the scene of the accident;
- iii. the vehicle driver was cited for a moving violation arising from the accident within 8 hours of its occurrence **and** one or more of the vehicles involved in the accident sustained “disabling damage” as defined in Section II (C)(2) and (3) in this Order; **or**
- iv. there is reasonable suspicion to test the employee.

b. As soon as practicable following an accident, the supervisor shall ensure that

*(1022.00 Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy)*



DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1022.00</b>
<b>Date:</b>	<b>11-17-2020</b>
<b>Approved:</b>	<b>DGF</b>
<b>Review Date:</b>	<b>11-17-2022</b>
<b>Replaces:</b>	<b>Same, dated 01-03-12</b>

**Topic: Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy**

the vehicle driver is tested for drugs when:

- i. the accident involved the loss of human life;
  - ii. the vehicle driver was cited for a moving violation arising from the accident within 32 hours of its occurrence **and** an individual was injured seriously enough to receive immediate medical treatment away from the scene of the accident;
  - iii. the vehicle driver was cited for a moving violation arising from the accident within 32 hours of its occurrence **and** one or more of the vehicles involved in the accident sustained “disabling damage” as defined in Section II (C)(2) and (3) in this Order; **or**
  - iv. there is reasonable suspicion to test the employee.
- c. Post-accident testing for alcohol should be administered within two (2) hours following the accident. If a required alcohol test is not administered within two (2) hours following the accident, the supervisor shall prepare and maintain on file a record stating the reasons the test was not promptly administered.
  - d. If the supervisor does not initiate alcohol testing within eight (8) hours of the accident or drug testing within thirty-two (32) hours of the accident, the supervisor shall cease attempts to administer the tests and shall prepare and maintain on file a record stating the reasons the test was not administered within these established time frames. Supervisors who do not perform their responsibilities under this Section II (G) (3) may be subject to discipline, up to and including dismissal.
  - e. If the supervisor does not initiate alcohol testing within eight (8) hours of the accident or drug testing within thirty-two (32) hours of the accident, the supervisor shall cease attempts to administer the tests and shall prepare and maintain on file a record stating the reasons the test was not administered within these established time frames. Supervisors who do not perform their responsibilities under this Section II (G) (3) may be subject to discipline, up to and including dismissal.

**4. Random Testing**

**a. Alcohol**

Pursuant to the DOT regulations, random alcohol testing shall be conducted

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1022.00</b>
<b>Date:</b>	<b>11-17-2020</b>
<b>Approved:</b>	<b>DGF</b>
<b>Review Date:</b>	<b>11-17-2022</b>
<b>Replaces:</b>	<b>Same, dated 01-03-12</b>

**Topic:** Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy

annually on 25% of the average number of City commercial driver's license positions in existence. This percentage may be amended from time to time by the DOT. Alcohol testing shall be conducted on a random, unannounced basis just before, during or just after the employee performed safety-sensitive functions.

**b. Illegal Drugs**

Pursuant to the DOT regulations, random drug testing shall be conducted annually on 50% of the average number of City commercial driver's license positions in existence. This percentage may be amended from time to time by the DOT. Drug testing shall be conducted on a random, unannounced basis. There is no requirement that this testing be conducted in immediate time proximity to performing safety-sensitive functions.

**5. Return to Duty Testing**

**a. Alcohol**

If an employee has violated the prohibited conduct listed in Section I (A) of this Order, the employee shall not return to perform safety-sensitive duties unless the employee has completed a successful return to duty alcohol test.

**b. Illegal Drugs**

If an employee has violated the prohibited conduct listed in Section I (C) of this Order, the employee shall not return to perform safety-sensitive duties unless the employee has been cleared by a Substance Abuse Professional and has completed a successful return to duty drug test.

**6. Follow-Up Testing**

**a. Alcohol**

- i. The number and frequency of the follow-up alcohol tests shall be directed by the Substance Abuse Professional and shall consist of at least six (6) tests in the first twelve (12) months following the employee's return to work.
- ii. Follow-up testing shall be unannounced and shall be conducted just before, during or just after the employee performed safety-sensitive functions.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1022.00
Date:	11-17-2020
Approved:	DGF
Review Date:	11-17-2022
Replaces:	Same, dated 01-03-12

Topic: Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy

**b. Illegal Drugs**

- i. The number and frequency of the follow-up drug tests shall be directed by the Substance Abuse Professional and shall consist of at least six (6) tests in the first (12) twelve months following the employee's return to work.
- ii. Follow-up testing shall be unannounced. There is no requirement that this testing be conducted in immediate time proximity to performing safety-sensitive functions.

**H. Members of the Classified Service of the Police and Fire Departments and Deputy Sheriffs Testing**

For those employees who are members of the Classified Service of the Police and Fire Departments or Deputy Sheriffs, the City may implement drug testing pursuant to their respective department procedures, as may be amended from time to time, in addition to the testing described in Sections II (A) through (G) of this Order.

**III. EXECUTIVE ORDER 94 TRAINING**

**A. All City Employees**

All new City employees (including fellows, interns, and on-call employees) should be trained on this executive order during their first year of employment. Training, at a minimum, should include study of the prohibitions contained in this executive order and instruction on the recognition of drug and alcohol impairment and use. Additionally, a copy of this executive order should be given to each employee with each employee acknowledging, in writing, receipt of the executive order and the training.

**B. All Employees with Supervisory Duties**

- 1. All employees with supervisory duties should be trained on this executive order during the first six (6) months following their hire or promotion. This training, at a minimum, should include instruction on the recognition of drug and alcohol impairment and use, the proper documentation of the supervisor's reasonable suspicion, and the supervisor's responsibility for escorting employees to the testing sites and through the testing process.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1022.00
Date:	11-17-2020
Approved:	DGF
Review Date:	11-17-2022
Replaces:	Same, dated 01-03-12

Topic: Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy

2. Supervisors shall ensure that all drug and alcohol tests are accomplished immediately after the justification for testing is established. Timeliness for testing is outlined in this executive order and its addendum. Further, once a supervisor has reasonable suspicion that an employee appears to be under the influence of alcohol or drugs, or is informed that the employee has initially tested positive for drugs and/or alcohol, the agency cannot condone the employee's driving of a motor vehicle. If the employee drives off in his/her own or a City vehicle, the Police Department must be notified immediately by a supervisor on duty, or a designee. Supervisors may designate another employee to escort an employee to testing or evaluation sites. The supervisor shall educate the individual on the duties of the escort as provided herein prior to allowing that individual to escort the employee.
3. Supervisors are subject to discipline for failing to fulfill the responsibilities set forth for supervisors in this Order, up to and including dismissal. Such failure by the supervisor does not, in any way, excuse the employee's violation of this executive order or mitigate the agency's disciplinary action against the employee.

**CAUTION:** No physical force may be used against an employee to enforce any direct order or requirement under this executive order. The employee must be advised that noncompliance with a supervisor's order will be viewed as refusal to obey the order of a supervisor and constitute grounds for mandatory dismissal.

**CAUTION:** Supervisors are to restrict communications concerning possible violations of this executive order to those persons who are participating in the evaluation, investigation or disciplinary action and who have a "need to know" about the details of the drug/alcohol evaluation, investigation and disciplinary action. This expectation of confidentiality includes not mentioning the names of employees who are suspected of, or disciplined for, violating this executive order.

**IV. DISCIPLINARY ACTIONS**

- A. If it is determined after the appropriate pre-disciplinary meeting that any of the following situations apply, the employee shall be dismissed even for a first-time violation of this executive order:
  1. Members of the Classified Service of the Police and Fire Departments or Deputy Sheriffs that violate their respective departments' prohibitions regarding illegal drugs and alcohol, except as follows:
    - a. Employees of the Classified Service, and Deputy Sheriffs who disclose prior on-duty alcohol use, or off-duty illegal drug use, as a means for seeking

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1022.00</b>
<b>Date:</b>	<b>11-17-2020</b>
<b>Approved:</b>	<b>DGF</b>
<b>Review Date:</b>	<b>11-17-2022</b>
<b>Replaces:</b>	<b>Same, dated 01-03-12</b>

**Topic: Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy**

treatment may, at the discretion of the Executive Director of Safety or his/her designee, be suspended in lieu of termination and placed on a Stipulation and Agreement.

2. Safety-sensitive members of the Department of Aviation that violate their department's prohibitions regarding alcohol or drug use;
3. The employee has endangered the lives of others, or foreseeably could have endangered the lives of others;
4. The employee refuses to submit to any testing under this executive order including, but not limited to, pre-placement, reasonable suspicion, random, post-accident, return to duty, follow-up or unannounced testing;
5. The employee uses, or attempts to use, a masking agent to alter the sample and/or drug and/or alcohol test results, or uses or attempts to use any other deceptive means to alter the sample and/or drug and/or alcohol test results, including but not limited to, use or attempted use of another person’s urine;
6. The employee is required to have a CDL license and either drove/operated a City vehicle or equipment or was only prevented from driving/operating a City vehicle or equipment by the agency’s instruction to submit to testing under this executive order;
7. The employee's disciplinary history compels dismissal as a matter of progressive discipline;
8. The employee has refused to enter into a Stipulation and Agreement;
9. The employee has violated the Stipulation and Agreement;
10. The employee violates this executive order for the second time in the employee’s career with the City and County of Denver and/or its agencies.
11. The employee possesses and/or uses illegal drugs while on duty.

**B.** A first-time violation of the alcohol and drug prohibitions contained in Sections I (A) and I (C) of this executive order, which does not result in a dismissal pursuant to Section IV (A), shall result in a lesser disciplinary action in conjunction with a Stipulation and Agreement for treatment.

1. The presumptive disciplinary action shall be a suspension of 30 days in conjunction with a Stipulation and Agreement. No lesser or greater disciplinary action shall be imposed

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1022.00
Date:	11-17-2020
Approved:	DGF
Review Date:	11-17-2022
Replaces:	Same, dated 01-03-12

Topic: Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy

without the approval of the City Attorney’s Office.

- C. The level of discipline to be imposed on an employee for driving under the influence of or impaired by alcohol or drugs (DUI/DWAI) offenses not otherwise prohibited by this Executive Order shall be within the discretion of the appointing authority or designee, except that the minimum discipline imposed shall be above the level of a written reprimand. Factors to be considered in determining the level of discipline should include whether the employee has prior DUI/DWAI offenses; the circumstances surrounding the offense; any harm caused by the employee’s actions; whether the employee’s actions violated other rules, regulations, policies or laws; the nature of the employee’s position; and the employee’s work and disciplinary history. The appointing authority or designee may offer the employee lesser disciplinary action (above the level of written reprimand) in conjunction with a Stipulation and Agreement.
- D. The level of discipline to be imposed for any other violation of this executive order shall be within the discretion of the appointing authority or designee.
- E. Stipulation and Agreements
  - 1. Employee assistance counselors provided by the City and County of Denver, or such other substance abuse professional(s) as may be designated, shall conduct an evaluation of the employee and create a treatment plan.
  - 2. Each such agreement shall be in writing and approved by the City Attorney’s Office. The City shall offer no employee more than one such agreement during his or her employment with the City.
  - 3. Employees who participate in an inpatient treatment plan may be eligible for FMLA leave.
  - 4. Employees who participate in an inpatient treatment plan shall be allowed to use one (1) day per month of accrued paid leave, if any, to assure continued health coverage.

V. MISCELLANEOUS PROVISIONS

A. Driver’s License

It is the responsibility of employees required to drive as part of their assigned duties or job specifications to report to their appointing authority any loss of a driver's license or the restriction of driving privileges, no later than the beginning of the employee's next scheduled shift. Every employee who is required to drive, as part of their assigned duties or job specifications, shall certify that they have a current valid driver's license in accordance with Executive Order 25 as may be amended from time to time.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1022.00</b>
<b>Date:</b>	<b>11-17-2020</b>
<b>Approved:</b>	<b><i>DGF</i></b>
<b>Review Date:</b>	<b>11-17-2022</b>
<b>Replaces:</b>	<b>Same, dated 01-03-12</b>

**Topic:** Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy

**B. Searches**

1. Before any search is conducted, supervisors should contact the City Attorney's Office, Employment and Labor Law Section, for guidance.
2. Management has the right to search City-owned property utilized by employees, e.g., a desk, storage cabinet or City vehicle, when necessary for a non-investigatory work-related purpose such as retrieving a needed file. Additionally, management may search City-owned property utilized by employees, e.g., a desk, file cabinet, locker, or City vehicle, for investigatory purposes based on reasonable suspicion that evidence of misconduct will be found. Management may not search an employee's personal property, e.g., their personal vehicle parked on City property, lunch boxes, briefcases, purses, and backpacks, unless the employee voluntarily consents to such a search.

**C. Contracts**

1. The prohibitions and responsibilities contained in this Executive Order are applicable to contract personnel. Violation of these provisions or refusal to cooperate with implementation of the executive order can result in the City's barring contract personnel from City facilities or from participating in City operations.
2. All City contracts shall contain language informing contractors doing work for the City about this Executive Order.

**D. Employee Assistance and Department of Safety Psychologists**

The City maintains an Employee Assistance Program (EAP) and provides Department of Safety psychologists who offer help to employees who are coping with alcohol, or drug use, or other personal or emotional issues. It is the responsibility of each employee to seek help from the EAP, Department of Safety psychologist or other appropriate health care professionals before alcohol and drug use leads to disciplinary actions.

**E. Memorandum to this Order**

The City Attorney shall have the authority to amend definitions and drug testing cut-off levels contained in this executive order’s Memorandum, from time to time, not to be inconsistent with Colorado statutes and/or the DOT regulations, without obtaining signatures of the Mayor or City Council. For purposes of this executive order, all references to Agency head, Department head or appointing authority will also include the designee of the Agency head, Department head or appointing authority.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1022.00
Date:	11-17-2020
Approved:	DGF
Review Date:	11-17-2022
Replaces:	Same, dated 01-03-12

**Topic:** Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy

Executive Order No. 94 is:  
Approved for Legality:

\_\_\_\_\_  
Kristin M. Bronson Michael B. Hancock  
City Attorney MAYOR

\_\_\_\_\_  
Kim Day  
Executive Director of Aviation

\_\_\_\_\_  
Robert M. McDonald  
Executive Director of Public Health and Environment

\_\_\_\_\_  
Brandon Gainey  
Executive Director of General Services

\_\_\_\_\_  
Allegra “Happy” Haynes  
Executive Director of Parks & Recreation

\_\_\_\_\_  
Eulois Cleckley  
Executive Director of Department of Transportation and Infrastructure

\_\_\_\_\_  
Brendan J. Hanlon  
Chief Financial Officer

\_\_\_\_\_  
Murphy Robinson  
Executive Director of Safety

\_\_\_\_\_  
Don Mares  
Executive Director of Human Services

\_\_\_\_\_  
Laura E. Aldrete  
Executive Director of Community Planning and Development



DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1022.00
Date:	11-17-2020
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Topic: Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy

MEMORANDUM NO. 94A

TO: All Agencies Under the Mayor  
FROM: Mayor Michael B. Hancock  
DATE: June 1, 2020  
SUBJECT: STAUTORY PROVISIONS

This memorandum to Executive Order 94 was originally referred to as an addendum, effective April 10, 1989, amended April 13, 1999, January 10, 2000, March 1, 2000, March 15, 2001 and is hereby continued in effect as amended and retitled as a memorandum this June 1, 2020. This Memorandum No. 94A shall be attached to and become a part of Executive Order 94, dated, June 1, 2020, subject "City and County of Denver Employees' Alcohol and Drug Policy."

I. ALCOHOL PROVISIONS

- A. Under the Colorado statutes, as may be amended from time to time, "impaired by alcohol" is defined as having 0.05 grams of alcohol (per two hundred ten liters of breath or per one hundred milliliters of blood), but less than 0.08 grams of alcohol. Under the "influence of alcohol" is defined as having 0.08 or more grams of alcohol (per two hundred ten liters of breath or per one hundred milliliters of blood).
- B. Under the DOT regulations, as may be amended from time to time, "under the influence of alcohol" is defined as having 0.04 percent alcohol concentration, or more; as prescribed by state law; or in the event of refusal to undergo such testing as is required by the state or jurisdiction.

DOT regulations, as may be amended from time to time, state that post-accident alcohol testing should be administered within two (2) hours following the accident, but must be administered within eight (8) hours following the accident. *These DOT time frames shall also apply to testing under the Executive Order unless otherwise specified within this Order.*

II. ILLEGAL DRUG PROVISIONS

- A. Illegal drugs, include controlled substances, as defined in Colorado Revised Statutes, and under federal law.
- B. "Subject to the effects of an illegal drug" is to be determined consistent with the confirmation test levels established by the DOT regulations, 49 CFR Part 40 § 40.87, as may be amended from time to time:

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1022.00</b>
<b>Date:</b>	<b>11-17-2020</b>
<b>Approved:</b>	<b>DGF</b>
<b>Review Date:</b>	<b>11-17-2022</b>
<b>Replaces:</b>	<b>Same, dated 01-03-12</b>

**Topic: Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy**

Marijuana metabolites.....	15	ng/ml
Cocaine metabolite.....	100	ng/ml
Opiates:		
Morphine.....	2,000	ng/ml
Codeine.....	2,000	ng/ml 6-
Acetylmorphine.....	- 10	ng/ml
Hydrocodone/Hydromorphone	- 100	ng/ml
Oxycodone/Oxymorphone -----	100	ng/ml
Phencyclidine.....	25	ng/ml
Amphetamines:		
Amphetamine.....	250	ng/ml
Methamphetamine.....	250	ng/ml
MDMA/MDA.....	250	mg/nl

DOT regulations, as may be amended from time to time, state that post-accident drug testing should be administered within eight (8) hours following the accident, but must be administered no later than thirty-two (32) hours after the accident. **These DOT time frames shall also apply to testing under this Executive Order unless otherwise specified within this Order.**

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

**Topic: Use of Department Psychologist by Fire Department Personnel for Problems of Drug and/or Alcohol Abuse**

<b>Topic No:</b>	<b>1023.00</b>
<b>Date:</b>	<b>01-06-17</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>01-06-19</b>
<b>Replaces:</b>	<b>Same, dated 01-03-12</b>

When a Fire Department member voluntarily seeks aid for a drug or alcohol problem from the Fire Department Psychologist, that transaction shall be deemed confidential. If the department member voluntarily enters appropriate treatment for drug/alcohol problems as recommended by the Department Psychologist or other appropriate professional health service provide, there shall be no action taken detrimental to the member's job by department management on that occasion.

This policy is intended to apply only to those situations where a member's conduct, due to drug or alcohol abuse, has not already become a problem for the Department. When the member's conduct has already become a problem, the Chief of Department must have his usual discretionary powers. Subsequent problems with drug/alcohol abuse by the same member shall be dealt with in the usual manner, namely, on a case-by-case basis at the discretion of the Chief of Department.

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**Policy Overview**

As an employer, the City is required to adhere to various federal, state, and local laws and regulations regarding alcohol or drug abuse. These laws are contained in the attached appendix.

The City also has a vital interest in maintaining safe, healthy, and efficient working conditions for its employees. Being under the influence of a drug or alcohol on the job may pose serious safety and health risks not only to the user but to all those who work with the user. The possession, use or sale of an illegal drug or use of alcohol in the workplace may also pose unacceptable risks for safe, healthful, and efficient operations.

The City also maintains an Office of Employee Assistance and provides Department of Safety psychologists that offer help to employees who seek assistance for alcohol or drug abuse and other personal or emotional problems.

Within the legal framework and with these basic objectives in mind, the City has established the following policy with regard to use, possession or sale of alcohol or drugs.

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

**Topic: Use of Department Psychologist by Fire Department Personnel for Problems of Drug and/or Alcohol Abuse**

<b>Topic No:</b>	<b>1023.00</b>
<b>Date:</b>	<b>01-06-17</b>
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**I. ON-THE-JOB USE, POSSESSION OR SALE OF DRUGS OR ALCOHOL**

**A. Alcohol**

Being under the influence or impaired by alcohol by any employee while performing City business or while in a City facility is prohibited. Consumption of alcohol in a City facility, in a City vehicle or on City premises is prohibited unless consumed at an officially sanctioned private function, e.g., an invitation only library reception.

**B. Legal Drugs**

It is the responsibility of the employee who works in a position operating a vehicle or dangerous equipment or affecting the public health or safety to advise management that he or she is taking a prescription drug which may affect performance. The use or being under the influence of any legally obtained drug by any employee while performing City business or while in a City facility may be prohibited if such use or influence may affect the safety of co-workers or members of the public, the employee's job performance, or the safe or efficient operation of the City facility. An employee may continue to work, even though under the influence of a legal drug, if the appointing authority or a designee has determined, after consulting with the Occupational Health and Safety Center that the employee does not pose a threat to his or her own safety or the safety of co-workers and that the employee's job performance is not significantly affected by the legal drug. Otherwise, the employee may be required to use sick leave or take a leave of absence or comply with other appropriate non-disciplinary action determined by the appointing authority or a designee.

**C. Illegal Drugs**

The use, sale, purchase, transfer or possession of an illegal drug by any employee while in a City facility or while performing City business is prohibited. For the classified service employees and the deputy sheriffs of the Department of Safety, the presence in any detectable amount of any illegal drug in an employee at any time is prohibited.

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

**Topic: Use of Department Psychologist by Fire Department Personnel for Problems of Drug and/or Alcohol Abuse**

<b>Topic No:</b>	<b>1023.00</b>
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**Policy Implementation**

**II. PROCEDURES FOR MANAGEMENT AND SUPERVISORS**

When a supervisor has reasonable suspicion that an employee is in violation of this policy the supervisor should immediately consult with an appropriate member of the in-house personnel staff or with the City Attorney’s Office to determine further actions. However, if it is recognized that the employee appears to be under the influence of drugs or alcohol, or alcohol or drugs are in his or her possession, immediate action may be required.

Where this is the situation, the supervisor should do the following:

**A. Under the Influence of Alcohol**

The supervisor should confront the employee with the suspicion and order the employee to the Occupational Health and Safety Center (during work day hours). **If the clinic is closed, refer to Denver General Psychiatric and Substance Abuse Emergency Room Service** or the Denver Police Department DUI facilities for an evaluation. Arrangements are to be made by the supervisor to provide transportation for the employee to the evaluation site. If the employee refuses to be evaluated, arrangements should be made for the employee to be transported home.

**\*Caution:** Once a supervisor has reasonable suspicion that an employee appears to be under the influence of alcohol and should the employee refuse an order to be evaluated and drives off in their own or a City vehicle, the police must be notified immediately.

**B. Use, Possession, or Sale of Illicit Drugs**

When a supervisor has reasonable suspicion that an employee appears to be using illicit drugs while on duty, the same procedure applies as when a supervisor has reasonable suspicion that an employee appears under the influence of alcohol.

When a supervisor has reasonable suspicion that an employee appears to be in possession of or selling or transferring illicit drugs, the police are to be contacted. It is the policy of the Department of Safety for all classified service employees and deputy sheriffs that improper use or possession of controlled substances is grounds for immediate dismissal.

Management and supervisors are to restrict conversations concerning possible violations of this policy to those persons who are participating in the evaluation, investigation or disciplinary action and who have a need to know about the details of the drug/alcohol

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

**Topic: Use of Department Psychologist by Fire Department Personnel for Problems of Drug and/or Alcohol Abuse**

<b>Topic No:</b>	<b>1023.00</b>
<b>Date:</b>	<b>01-06-17</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>01-06-19</b>
<b>Replaces:</b>	<b>Same, dated 01-03-12</b>

investigation. This includes not mentioning the name of the employee or employees suspected of violating this policy.

C. Drug and Alcohol Screening

Employees may be required to submit to blood, or urine, or other alcohol or drug screening where there is reasonable suspicion of illicit use or the employee is under the influence of or impaired by alcohol or drug. Drug and alcohol screening may also be justified where, even though the employee does not exhibit any observable symptoms of being under the influence, a workplace accident may have been caused by human error which could be drug or alcohol related. If any specimen obtained in a drug screening remains after supervisor authorized testing, the remaining specimen is to be retained until adjudication of disciplinary action is concluded. The Occupational Health and Safety Center shall ensure that appropriate chain of custody is maintained for all specimens.

D. Investigatory Leave

The supervisor is then to contact management for further guidance. In the absence of such consultation and if the supervisor has a reasonable doubt about the employee's ability to satisfactorily and safely meet job requirements, the supervisor shall place the employee on investigatory leave pending results of testing or other administrative determination.

III. DUI/DWAI ON OR OFF THE JOB

It is the responsibility of any employee who is required to drive as part of his or her assigned duties or job specification to report to his or her appointing authority any DUI or DWAI charge which results in the loss of a driver's license or the restriction of driving privileges. Every employee who is required to drive as part of his or her assigned duties or job specification shall annually certify that he or she has a currently valid driver's license.

IV. NON-COMPLIANCE BY EMPLOYEE

*(Missing)*

V. DISCIPLINARY ACTION

Violation of this policy can result in a disciplinary action, up to and including dismissal, even for a first offense. The appointing authority or designee, in lieu of disciplinary action, may enter into an agreement with the employee after consultation with the city

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1023.00</b>
<b>Date:</b>	<b>01-06-17</b>
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<b>Replaces:</b>	<b>Same, dated 01-03-12</b>

**Topic: Use of Department Psychologist by Fire Department Personnel for Problems of Drug and/or Alcohol Abuse**

attorney's office, for assessment of the employee's alcohol or drug abuse problem and for any treatment suggested by the treatment plan developer. For Career Service Authority employees, the treatment plan developer is the Office of Employee Assistance and for classified service employees, the treatment plan developer is the department psychologist.

**VI. FACILITY WORK RULES**

Nothing in this policy precludes the appointment authority of any City agency from establishing work rules, which cannot be less stringent than this policy, subject to approval of the City Attorney.

**VII. SEARCHES**

Searches of employees to investigate work-related misconduct may be conducted when there is reasonable suspicion to believe that the employees are in violation of this policy, and where the scope of the search is reasonably related to the objectives of the search and not excessively intrusive in light of the nature of the misconduct. Supervisors shall contact the City Attorney's office for guidance.

**VIII. CONTRACT PERSONNEL**

These policy provisions are applicable to contract personnel. Violation of these provisions or refusal to cooperate with implementation of the policy can result in the City's barring contract personnel from City facilities or participating in City operations.

**IX. POSTING NOTICES**

Clearly posted notices explaining the City's right to carry out search activities should be displayed in appropriate locations throughout the work area. Such postings should emphasize the City's intention to maintain a safe and healthful working environment. In addition, a copy of the City's Drug and Alcohol policy may be given to each employee with each employee acknowledging in writing receipt of the policy.

At a minimum, facility management is to inform all contractors doing work in the facility about the applicable policy provisions and provide a copy of this policy to such contractors. Certain other enforcement actions may be necessary.

**X. DRUG AND ALCOHOL USE RELATIONSHIP TO THE OFFICE OF EMPLOYEE ASSISTANCE AND DEPARTMENT OF SAFETY PSYCHOLOGISTS**

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

**Topic: Use of Department Psychologist by Fire Department Personnel for Problems of Drug and/or Alcohol Abuse**

<b>Topic No:</b>	<b>1023.00</b>
<b>Date:</b>	<b>01-06-17</b>
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The City and County of Denver maintains an Office of Employee Assistance and provides Department of Safety psychologists that offer help to employees who suffer from alcohol or drug abuse and other personal emotional problems. It is the responsibility of each employee to seek help from the Office of Employee Assistance or Department of Safety psychologist before alcohol and drug abuse problems lead to disciplinary problems. Once a violation of this policy occurs, subsequent use of the Office of Employee Assistance or Department of Safety psychologist may be part of a condition of continued employment.

**APPENDIX**

Federal Rehabilitation Act of 1973

For the purposes of the Rehabilitation Act of 1973, 29 U.S.C. §700, et seq.

“Individual with handicaps” means any person who has a physical or mental impairment which substantially limits one or more of such person’s major life activities, (ii) has a record of such impairment, or (iii) is regarded as having such an impairment. For purposes of sections 503 and 504 as such sections relate to employment, such term does not include any individual who is an alcoholic or drug abuser whose current use of alcohol or drugs prevents such individual from performing the duties of the job in question or whose employment, by reason of such current alcohol or drug abuse, would constitute a direct threat to property or the safety of others.”

Colorado Revised Statutes

Under the Colorado Statutes, it is a discriminatory or unfair employment practice:

(a) For an employer to refuse to hire, to discharge, to promote or demote, or to discriminate in matters of compensation against any person otherwise qualified because of handicap, but, with regard to a handicap, it is not a discriminatory or unfair employment practice for an employer to act as provided in this paragraph (a) if there is no reasonable accommodation that the employer can make with regard to the handicap, the handicap actually disqualifies the person from the job, and the handicap has a significant impact on the job;

Career Service Authority



**DENVER FIRE DEPARTMENT**

**DEPARTMENT DIRECTIVE**

**Topic: Use of Department Psychologist by Fire Department Personnel for Problems of Drug and/or Alcohol Abuse**

<b>Topic No:</b>	<b>1023.00</b>
<b>Date:</b>	<b>01-06-17</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>01-06-19</b>
<b>Replaces:</b>	<b>Same, dated 01-03-12</b>

Under Career Service Authority regulations, it is a ground for immediate dismissal for an employee to:

(b) Be under the influence of alcohol while on duty (CSA 16-22(3)) or illegally (use) habit forming drugs or narcotics, or marijuana on City and County premises or while on duty; or illegally (introduce) or (possess) such substances on City and County premises while on duty. (CSA 16-22(1) or refuse to comply with orders of an authorized supervisor.)

Denver Fire Department

Under Denver Fire Department policy, using or being under the influence of alcohol while on duty, or use, possession or illegal activity involving drugs and controlled substances are major violations. Use or being under the influence of alcohol on duty is a major offense because the nature of the fire service requires quick, accurate, efficient judgments to be made. Alcohol may impair a member's ability to perform effectively, thereby endangering other members and the public. Any offense may result in discipline, up to and including dismissal

The Department's drug policy states that:

Members shall not use or possess any prescription drug, on or off duty, except as prescribed by and under the supervision of a licensed doctor or dentist. The use of any illegal drug, controlled substance, or other substance; the possession of any illegal drug or substance, or any participating activity involving illegal drugs or substances on or off duty, may subject member to discipline, up to and including dismissal.

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

**Topic:** Use of Department Psychologist by Fire Department Personnel for Problems of Drug and/or Alcohol Abuse

<b>Topic No:</b>	1023.00
<b>Date:</b>	01-06-17
<b>Approved:</b>	<i>TAB</i>
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<b>Replaces:</b>	Same, dated 01-03-12

Name: \_\_\_\_\_  
LAST, FIRST, MI

SSN: \_\_\_\_\_

CERTIFICATE OF COMPLIANCE WITH DRUG-FREE  
WORK PLACE ACT OF 1988

(Public Law 100-690, Title V, Subtitle D)

I certify that I have received a copy of Executive Order 94, as amended, regarding the alcohol and other drugs policy for City and County of Denver employees.

I further certify that I will not unlawfully manufacture, distribute, dispense, possess or use a controlled substance in the work place, and I will notify my employer of any criminal drug statute conviction for a violation occurring in the work place no later than five days after such conviction.

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

CSA ORIGINAL: ATTACH TO APPOINTING PERSONNEL ACTION -  
MAKE COPY FOR AGENCY FILE

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1024.00</b>
<b>Date:</b>	<b>03-04-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>03-04-2023</b>
<b>Replaces:</b>	<b>Same, dated 05-21-2020</b>

**Topic:** Grooming Standards

**PURPOSE:** To establish a policy outlining the grooming standards of the Denver Fire Department.

**SCOPE:** Applies to all members of the Denver Fire Department at all times they are in uniform.

The following hair, appearance, and grooming standards shall be adhered to by all members of the classified service in all Divisions of the Denver Fire Department. Each of these standards has been adopted for one or both of the following reasons:

- **SAFETY:** These are necessary to provide a safe work environment for all employees and are based upon current national and local standards. They are applicable to all employees equally.
- **APPEARANCE:** These standards are adopted to provide a uniform and professional work force. Some of these standards are gender-specific; that is, a different standard may be adopted for male and female members of the Department, depending upon the item at issue. Society in general accepts different standards for male and female appearance, and recent court rulings have upheld the adoption of such standards.

All members shall abide by the grooming standard outlined in this policy at all times while in uniform.

Supervisors will advise those within their command of the grooming standards and will assure conformity.

Any member refusing to comply with an immediate correction to the grooming standards outlined in this Directive, may be placed on Administrative Leave and may be subject to discipline pending the outcome of an investigation.

The Denver Fire Department will consider, and may approve, individual adjustments to these standards on a case-by-case basis<sup>1</sup>. Requests shall be made in writing through the chain of command to the Fire Chief. Members must conform to regular Department grooming standards unless they are granted a waiver. Medical waivers may be temporary, depending on the circumstances.

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<sup>1</sup> Requests for adjustments to these standards under the Americans with Disabilities Act, the CROWN Act, or any other reason should be made to the Division Chief of Administration.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1024.00</b>
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<b>Replaces:</b>	<b>Same, dated 05-21-2020</b>

**Topic: Grooming Standards**

### **GENERAL GROOMING STANDARDS**

All uniforms shall be clean, pressed, and in good repair. Items that have holes, tears, or are faded shall not be permitted. Uniforms and other equipment shall be used as outlined in other Department Directives and shall be worn for the proper comfort, protection, and appearance of the member.

Hair shall be professional in appearance and shall not create an unsafe condition during performance of emergency and non-emergency operations. Hair shall not impede nor interfere with the proper wearing and/or use of all personal protective equipment. Hair shall be clean, well groomed, and shall not obstruct one's vision. Mohawks, shaved geometric patterns or letters, and faddish or unusual hair styles as determined by the Chief, Deputy Chief, or the member's respective Division Chief are not authorized. Accepted hair colors are those that are naturally occurring. Colors that are not allowed are those considered to be extreme in nature; examples include but are not limited to: blue, purple, gold, green, yellow, synthetic white (other than naturally occurring), orange, and neon red. A full spectrum color chart is housed in the Administration Division and should be utilized if questions arise. Final determination on acceptable hair colors will be made by the Division Chief of Administration.

**Cosmetics:** Cosmetics shall be conservative, professional, and blend with natural skin tone.

**Fingernails:** Fingernails shall be kept clean and allow for the safe and proper use of medical and firefighting gloves as determined by the District Chief or his/her designee.

**Jewelry:**

- Rings - Two rings per hand are permitted as long as they do not interfere with the quick donning of gloves or turnout coat. However, the wearing of rings is not recommended when responding to emergencies due to the potential for injury (e.g., electrical burns, crushing, entanglement). Rings with projections that compromise the integrity of EMS gloves are not permitted.
- Body Piercing - With the exception of earrings for women as outlined below, no other visible body piercing jewelry shall be worn while on duty. This includes, but is not limited to: nose rings or studs, tongue studs, eyebrow piercings, etc.
- Necklace – Only one is authorized and shall not be visible while in uniform.
- Watch/Bracelet – One close-fitting watch/ bracelet is permitted per arm.

**Sunglasses:** Sunglasses shall be conservative in design. Unless needed for a prescription or other medical purpose, sunglasses should not be worn while wearing the Class A uniform. If sunglasses are worn, they should be black and brown in color.

DENVER FIRE DEPARTMENT  
DEPARTMENT DIRECTIVE

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**Topic: Grooming Standards**

**Tattoos:** Tattoos which must be covered while on-duty include:

- Tattoos which are racist, sexist, offensive, or obscene
- Sexually explicit tattoos, or tattoos with offensive/vulgar language and/or illustrations
- Symbols used by known militant, racist, or hate groups
- Tattoos promoting, depicting, identifying, supporting any gang, gang affiliation or activity
- Tattoos which are visible on the face, neck, head, or hands (with the exception of tattoo rings on fingers, still limited to a *total* of two rings per hand)

**Intentional body modification, including but not limited to:** Split or forked tongue, foreign objects inserted under the skin to create an unnatural shape, design, or pattern, enlarged or stretched holes in earlobes are prohibited.

**Dental Veneers:** Dental veneers for the purpose of ornamentation, and dental adornments such as jewels, initials, designs, etc., are prohibited.

## MALE GROOMING STANDARDS

**Hair:** Hair shall not extend below the bottom of the uniform shirt collar or cover more than the upper half of the ear. Ponytails or hair accessories are not authorized while in uniform.

**Sideburns:** Shall be neatly trimmed and shall not interfere with the seal of the SCBA face piece. Sideburns shall not extend below the earlobe and no more than ½” in width.

**Facial Hair:** At the start of the work shift, all areas of the skin that are involved with the seal of the face piece shall be clean shaven. The sealing area of the face piece shall be defined as: all areas of the skin which contact the face or neck seal and the nose cup seal (NIOSH).

Authorized facial hair shall be clean and neatly trimmed. If a mustache is worn, it shall not extend past the jawline and not more than ½” wide. Handlebar/extended moustaches are not allowed. Any uneven growth or a “scrappy” look is not allowed. A single small patch of facial hair just below the lower lip and above the chin is not allowed.

When a member presents documentation to the Administration Division of a diagnosed medical condition such as Pseudofolliculitis Barbae (PFB), the Department will strive to be mindful of each member’s individual needs. Temporary, limited shaving waivers may be granted during treatment. An SCBA facepiece fit test must be passed regardless of a shaving waiver if there is danger of possible exposure to an IDLH environment. All documentation will be on file with the Administration Division if any verification is required.

No Facial hair is allowed, other than the authorized mustaches and sideburns. Final determination remains with the Division Chief of Administration.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1024.00</b>
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<b>Replaces:</b>	<b>Same, dated 05-21-2020</b>

**Topic: Grooming Standards**

**FEMALE GROOMING STANDARDS**

**Hair:** Hair shall be worn in a fashion so that the length does not exceed the bottom of the shoulder blades or be more than 4 inches in bulk (thickness) while in uniform. Hair shall not extend beyond the outside corners of the eyes so as not to obstruct vision, and hair that falls below the clavicle shall be drawn back and secured in a bun, braid, or ponytail for safety. Hair accessories shall be a solid color of navy, black, brown, or plain gold or silver to match the appropriate rank insignia. Hair length must be such that it may be managed and completely covered by a protective hood and must not interfere with donning an SCBA and wearing a facepiece.

**Female members in Class A uniforms:** Hair that falls below the bottom edge of the back of the shirt/coat collar shall be drawn back and secured up and off the shoulders. Hair shall not extend beyond the outside corners of the eyes so as not to obstruct vision. Hair accessories shall be a solid color of navy, black, brown, or plain gold or silver to match the appropriate rank insignia.

**Earrings:** Two ear posts are allowed per ear. The decorative front of the ear post shall not exceed ¼” in diameter. The ear post may be silver or gold in color, or may have a clear gemstone as the decorative front. Hoop or half hoops are not allowed.

**Nail Polish:** Colored polish is authorized except for the color black and neon colors. With the exception of a natural-colored French manicure, fingernails shall be solid in color and shall not be airbrushed or adorned. Patterns, chips, or sparkles are not authorized. Final determination on acceptable nail colors will be made by the Division Chief of Administration.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1025.00</b>
<b>Date:</b>	<b>11-10-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>11-10-2023</b>
<b>Replaces:</b>	<b>Same, dated 06-22-17</b>
<b>Reference:</b>	<b>Executive Order 99 C.R.S. 25-14-201 Colorado Clean Indoor Air Act</b>

**Topic: Smoking and Tobacco Policy**

**PURPOSE:** To establish a Department smoking and tobacco policy in agreement with the most current version of Executive Order 99 - City Smoking Policy.

**SCOPE:** Applies to all Denver Fire Department Personnel.

For purposes of this Directive, the term "smoking" shall include the use of any device that can be used to deliver tobacco or nicotine to the person inhaling from the device, including but not limited to: electronic cigarettes, cigars, cigarillos or pipes, as well as vaporizers, hookah pens, and similar devices that use an atomizer or otherwise allow users to inhale nicotine vapor without the use of fire, smoke, or ash.

1. Smoking is prohibited in any Denver Fire Department (DFD) vehicle and/or facility.
2. This "no smoking" policy includes all Career Service and Civil Service.
3. Smoking is prohibited in all indoor public places at Denver International Airport, including bars, restaurants, and food courts, except in any existing designated smoking lounge in use prior to passing of the Executive Order, Smoking is prohibited in the tunnel and all restricted access areas.
4. Smoking in the county jail and city detention centers shall be regulated by the Department of Safety and the managers in charge of such facilities.
5. Visitors to DFD facilities will be asked to abide with this ruling. If they must smoke, they will be asked to smoke outside the facility. Per Executive Order 99 and in accordance with the Colorado Clean Indoor Air Act (C.R.S. 25-14-201), smoking within 25 feet of the entrances to any City-owned or managed facility is prohibited. Smoking on the grounds of City-owned or managed facilities will be regulated by the person in charge of the facility with an effort made to reduce exposure to second-hand smoke and second-hand vapor, a byproduct of which is an aerosol that may contain harmful toxicants.
6. The use of any other legal smokeless tobacco product is prohibited when in the presence of, interacting with, and/or providing service to the public or persons other than DFD personnel.

**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

<b>Topic No:</b>	<b>1025.00</b>
<b>Date:</b>	<b>11-10-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>11-10-2023</b>
<b>Replaces:</b>	<b>Same, dated 06-22-17</b>
<b>Reference:</b>	<b>Executive Order 99 C.R.S. 25-14-201 Colorado Clean Indoor Air Act</b>

**Topic: Smoking and Tobacco Policy**

7. Enforcement for City employees violating this order shall be the responsibility of the executive director of the department or agency. Enforcement for the general public shall be the responsibility of the building manager.
8. Violators of this policy may be subject to disciplinary action. Supervisors who do not enforce this policy may be subject to disciplinary action.

**REFERENCES: Denver Mayoral Executive Order No. 99  
C.R.S. 25-14-201 (Colorado Clean Indoor Air Act)**



**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1026.00</b>
<b>Date:</b>	<b>10-18-2022</b>
<b>Approved:</b>	<b><i>KV</i></b>
<b>Review Date:</b>	<b>10-18-2025</b>
<b>Replaces:</b>	<b>Same, dated 05-21-12</b>
<b>Reference:</b>	<b>Local 858 CBA Article XVIII – Section 11</b>

**Topic: Bereavement Leave**

**PURPOSE:** To outline the conditions under which the Department will allow time for members to be with their families after the death of a member of their immediate family or household.

**SCOPE:** Applies to all uniformed members of the Denver Fire Department

Bereavement leave is granted under the following conditions and requirements:

- A. The member shall notify his/her supervisor and the Administration Division indicating who died, the deceased's relationship to the member, when and where the death occurred, and the anticipated duration of his/her absence. If circumstances arise, verification of the death may be required.
- B. Upon proper notification to the Department, a fire fighter shall be granted authorized absence from duty because of the death of a member of the fire fighter's immediate family, which includes the fire fighter's husband, wife, mother, father, mother-in-law, father-in-law, stepfather, stepmother, child, stepchild, brother, sister, brother-in-law, sister-in-law, grandparent, grandchild, spousal equivalent as defined by the City, or other person residing within the immediate household. Such absence shall not exceed five (5) consecutive calendar days unless the Chief or his/her designee grants additional leave. Authorized bereavement leave for an immediate family member will not be charged against the fire fighter's accumulated sick or vacation leave.
- C. Bereavement Leave must be utilized within one year (365 days) of the family members death.
- D. Upon proper notification to the Department, at the discretion of the Chief or his/her designee, a fire fighter may be granted authorized absence from duty because of the death of a relative other than an immediate family member. Such absence shall not exceed one (1) calendar day and may only be granted if staffing is available. Any granted leave should not have a negative financial or operational impact to the City.
- E. It is the member's responsibility to obtain approval from the Chief of the Department or his/her designee for any additional leave **prior** to being absent from duty beyond the calendar days permitted.
- F. All event details, special events, wildland, testing assignments, overtime or any other type of work outside of the regular schedule, in addition to time trades must be canceled by the requesting member prior to Bereavement Leave approval.
- G. When any member advises his/her supervisor of a death in the immediate family and they request to use their Bereavement Leave benefit, **the supervisor shall:**

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1026.00</b>
<b>Date:</b>	<b>10-18-2022</b>
<b>Approved:</b>	<b><i>KV</i></b>
<b>Review Date:</b>	<b>10-18-2025</b>
<b>Replaces:</b>	<b>Same, dated 05-21-12</b>
<b>Reference:</b>	<b>Local 858 CBA Article XVIII – Section 11</b>

**Topic: Bereavement Leave**

1. Notify the Administration Division and give all pertinent information, specifying the relationship of the deceased to the member.
2. Inform the member of Department resources available to assist her/him, i.e., Chaplain, Psychologist, Peer Support Group, HRB, etc.
3. Verify no event detail, special event, wildland, testing assignments, overtime or any other type of work outside of the regular schedule, in addition to time trades are scheduled during the bereavement time span, and properly enter the absence in TeleStaff.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1027.00</b>
<b>Date:</b>	<b>01-24-2022</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>01-24-2024</b>
<b>Replaces:</b>	<b>Same, dated 08-14-12</b>

**Topic:** Court Leave / Jury Duty

**I. OVERVIEW**

Any employee of the Fire Department who receives a summons or subpoena is required by law to appear as directed. This Directive details the responsibilities and obligations of the employee regarding leave, and the compensation for services performed as a witness or when required to report for jury duty.

The employee must ensure proper absence information has been entered into TeleStaff and, in all cases, make their supervisor aware of the pending absence and provide a copy of the jury summons or subpoena to the Administration Division prior to the appearance. Shift Commander, District Chief or DFD Administrative personnel may enter leave.

**II. MEMBER RESPONSIBILITIES AND COMPENSATION**

- A. A Fire Department employee who is ordered to report for jury duty shall be granted court leave for such time as their service as a juror is required by the Jury Commissioner or Court.
- B. The employee shall receive their regular Fire Department salary when on jury duty during their scheduled work shift provided:
  - 1. The employee is excused by the Commissioner or the Court and returns to finish the remainder of their work shift.
  - 2. The employee is assigned to a trial that will be completed on the day the employee reports for jury service and the employee returns to finish the remainder of their work shift.
- C. If an employee is assigned to a trial that will last more than one day, the employee is NOT required to return to complete the work shift on the initial day of service, but IS required to finish the remainder of the work shift if the trial ends on a scheduled work shift.
- D. If an employee is assigned to a trial that is in recess for a weekend and the member is scheduled to work on Friday, they MUST work the remainder of the shift on Friday. If scheduled for Saturday, they must work the full shift. If the employee is scheduled to work on a Sunday and the trial will continue Monday, the employee MUST work on Sunday until 2000 hours.

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic No:	1027.00
Date:	01-24-2022
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Topic: Court Leave / Jury Duty

- E. Any jury fees (except mileage) received while serving as a juror during normally scheduled Fire Department work hours must be forwarded to the Fire Department Director of Finance. Checks are to be endorsed payable to the Manager of Revenue.
- F. A member performing jury service during non-duty hours shall be entitled to retain fees received for that service but is not entitled to overtime.
- G. An employee working overtime or who is assigned to act in a higher rank for an employee on court or jury leave will revert to their normal position when the serving member returns.

**III. COURT APPEARANCE**

- A. A member who is subpoenaed, ordered, or requested by the Chief of Department to appear as a participant in a case resulting directly from the discharge of their duties as a Department member, to appear as a witness in Department disciplinary proceedings, or for criminal or civil cases where they have no personal interest and are not a party litigant, shall be granted time away from Department duties/work shift to appear. However, the member must return to their assigned unit to complete the work shift when their services as a witness are no longer required. Members required by request or order of the Chief, or by subpoena, to appear on a non-workday will be compensated per the rules in effect at the time of the appearance.
- B. A member who is subpoenaed to appear in any administrative, civil, or criminal court proceeding where they are a party litigant or a member of a class or organization which is a party litigant (member is suing or being sued in non-Department/non-City matters) during their assigned work shift shall be allowed time to appear as required, but all time absent during duty hours shall be deducted from the member's accrued vacation or sick leave. Members will not be compensated for appearances in such matters on non-workdays.
- C. An employee who receives a subpoena to appear on their work shift shall immediately notify their supervisor to allow sufficient time for the Department to meet staffing needs.
- D. An employee who receives a subpoena is expected to appear as ordered. Leave and/or days off shall not relieve the employee of that responsibility.
- E. If an employee receives a subpoena and is notified that they are to be placed on-call, they must abide by the terms of the on-call status.

**DENVER FIRE DEPARTMENT**

**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1027.00</b>
<b>Date:</b>	<b>01-24-2022</b>
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<b>Review Date:</b>	<b>01-24-2024</b>
<b>Replaces:</b>	<b>Same, dated 08-14-12</b>

**Topic: Court Leave / Jury Duty**

- F. Off-duty employees who are on-call shall not receive overtime or other compensation during the time they are on-call.
- G. A member subpoenaed to court on a City case must arrive at least 15 minutes prior to the time designated on the subpoena and notify the prosecuting attorney of their arrival.
- H. When subpoenaed to court on Department-related matters:
  - 1. Uniform personnel shall appear in Class-A uniform and shall meet all Department regulations regarding personal appearance.
  - 2. The employee may contact the Fire Investigation Division, if appropriate, and request non-legal guidance regarding the appearance and any information available concerning the case.
  - 3. The employee shall take steps to re-familiarize themselves with the incident prior to appearing in court.
  - 4. A member appearing in court for matters not related to their employment or City interests shall NOT appear wearing any part of the Fire Department uniform, even at the request of the attorney or entity who requested the subpoena.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Modified Duty Assignment Air/Light

Topic No:	1028.00
Date:	01-24-2022
Approved:	JAV
Review Date:	01-24-2024
Replaces:	Same, dated 06-22-17
Reference:	1010.01 Driver Safety Program and Operator Classifications 1028.00a Modified Duty Assignment Air/Light Driver Responsibility Signature Form 1028.00b Modified Duty Assignment Air/Light House Policy Signature Form 2111.11 SOG Firefighter Rehabilitation During Emergency Incidents

**PURPOSE:** To establish a procedure by which Fire Department members who are injured in the line of duty may be eligible for assignment to the Air/Light Apparatus and define the responsibilities of assigned members.

**SCOPE:** Applies only to members injured Line of Duty (LOD) with qualifying restrictions and who are in possession of either a DFD Class 2, Class 3 or Class 4 license with an unrestricted Colorado driver’s license. See 1010.01 Driver Safety Program and Operator Classifications.

**OVERVIEW**

1. The Air/Light is part of the Denver Fire Department Fleet and is **not** authorized for personal errands; members are authorized to attend medical appointments that have been set up through a worker’s compensation physician (COSH or Concentra) or DFD Physical Therapy.
2. Assignments to the Air/Light will be at the sole discretion of the Administration Division.
3. These assignments will be based upon seniority, relevant qualifications that can assist specific Divisions, and injury restrictions given by the individual’s physician.
4. Any driving restrictions will eliminate the individual from consideration.
5. The assigned individual will agree and verify, via signed document, that they will not violate stated injury restrictions under any circumstance.
6. Air/Light personnel cannot be “bumped” by future Modified Duty personnel regardless of seniority and/or rank.
7. Air/Light personnel will be available during working hours for special projects as determined by the Shift Commander, Operations Division Assistant Chief, Special Operations Assistant Chief, and the Administration Division unless dispatched **non-emergent** to an incident.
8. The Air/Light is housed at and responds from Station 16; assigned personnel will be supervised by the on-duty Truck 16 Company Officer.
9. Air/Light personnel will be required to adhere to the House Policy as determined by the House Captain of Station 16.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Modified Duty Assignment Air/Light

Topic No:	1028.00
Date:	01-24-2022
Approved:	JAV
Review Date:	01-24-2024
Replaces:	Same, dated 06-22-17
Reference:	1010.01 Driver Safety Program and Operator Classifications 1028.00a Modified Duty Assignment Air/Light Driver Responsibility Signature Form 1028.00b Modified Duty Assignment Air/Light House Policy Signature Form 2111.11 SOG Firefighter Rehabilitation During Emergency Incidents

**DRIVER'S RESPONSIBILITIES**

1. Member shall have all PPE available for use at all times.
2. Report to Officer on Truck 16 and the off-going Air/Light Driver for a debriefing at shift change. Shift Commander will contact Truck 16 Officer to assign special project assignments to Air/Light driver as needed.
3. Receive training on the all components of the Air/Light including the cascade filling process, bottle refilling process, use of the light towers, etc., from Station 16 personnel.
4. Become familiar with the Air/Light daily apparatus safety and maintenance requirements (per Station 16 inventory and maintenance check sheet).
5. Perform company level fire inspections as directed by the Operations Assistant Chief and/or the Special Operations Assistant Chief at the discretion of the Shift Commander.
6. The Air/Light will be responsible for annual mask fit testing of all members assigned to suppression. These responsibilities include:
  - a. Receiving mask fit training from the Repair Shop SCBA Technician
  - b. Maintaining a roster of all suppression members, including annual fit testing dates and mask details
7. Respond **non-emergent** when dispatched to assume the Rehab Group Supervisor role as directed by the Incident Commander.
8. Read SOG 2111.11 Firefighter Rehabilitation During Emergency Incidents.
9. Read and sign 1028.00a Modified Duty Assignment Air/Light Driver Responsibility Signature Form.
10. Read and sign 1028.00b Modified Duty Assignment Air/Light House Policy Signature Form.

Assignment of Modified Duty Personnel to the Air/Light shall in no way be cause for violation of work restrictions. **Members on Modified Duty that are assigned to the Air/Light and dispatched non-emergent to an incident are only permitted to drive the apparatus to the fire and/or refill location, operate the cascade system, and implement Rehab as directed by the Incident Commander. Modified Duty personnel shall inform the Incident Commander of any work restrictions that would prohibit them from completing an assigned task.**

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Modified Duty Assignment Air/Light  
Driver Responsibility Signature Form

Topic No:	1028.00a
Date:	01-24-2022
Approved:	JAV
Review Date:	01-24-2024
Replaces:	Same, dated 06-22-17
Reference:	1010.01 Driver Safety Program and Operator Classifications 1028.00 Modified Duty Assignment Air/Light 1028.00b Modified Duty Assignment Air/Light House Policy Signature Form 2111.11 SOG Firefighter Rehabilitation During Emergency Incidents

**PURPOSE:** To establish a procedure by which Fire Department members who are injured in the line of duty may be eligible for assignment to the Air/Light Apparatus and define the responsibilities of assigned members.

**SCOPE:** Applies only to members injured in the Line of Duty (LOD) with qualifying restrictions and are in possession of either a DFD Class 2, Class 3 or Class 4 license with an unrestricted Colorado driver’s license. See 1010.01 Driver Safety Program and Operator Classifications.

**OVERVIEW**

1. The Air/Light is part of the Denver Fire Department Fleet and is **not** authorized for personal errands; members are authorized to attend medical appointments that have been set up through a workers’ compensation physician (COSH or Concentra) or DFD Physical Therapy.
2. Assignments to the Air/Light will be at the sole discretion of the Administration Division.
3. These assignments will be based upon seniority, relevant qualifications that can assist specific Divisions, and injury restrictions given by the individual’s physician.
4. Any driving restrictions will eliminate the individual from consideration.
5. The assigned individual will agree and verify, via signed document, that they will not violate stated injury restrictions under any circumstance.
6. Air/Light personnel cannot be “bumped” by future Modified Duty personnel regardless of seniority.
7. Air/Light personnel will be available during working hours for special projects as determined by the Shift Commander, Operations Division Assistant Chief, Special Operations Assistant Chief, and the Administration Division unless dispatched **non-emergent** to an incident.
8. The Air/Light is housed at and responds from Station 16; assigned personnel will be supervised by the on-duty Truck 16 Company Officer.
9. Air/Light personnel will be required to adhere to the House Policy as determined by the House Captain of Station 16.



DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Modified Duty Assignment Air/Light Driver Responsibility Signature Form

Topic No:	1028.00a
Date:	01-24-2022
Approved:	JAV
Review Date:	01-24-2024
Replaces:	Same, dated 06-22-17
Reference:	1010.01 Driver Safety Program and Operator Classifications 1028.00 Modified Duty Assignment Air/Light 1028.00b Modified Duty Assignment Air/Light House Policy Signature Form 2111.11 SOG Firefighter Rehabilitation During Emergency Incidents

**DRIVER'S RESPONSIBILITIES**

1. Member shall have all PPE available for use at all times.
2. Report to Truck16's Officer and the off going Air/Light Driver for a debriefing at shift change. Shift Commander will contact Truck 16 Officer to assign special project assignments to Air/Light driver as needed.
3. Receive training on the all components of the Air/Light including the cascade filling process, bottle refilling process, use of the light towers, etc., from Station 16 personnel.
4. Become familiar with the Air/Light daily apparatus safety and maintenance requirements (per Station 16 inventory and maintenance check sheet).
5. Perform company level fire inspections as directed by the Operations Assistant Chief and/or the Special Operations Assistant Chief at the discretion of the Shift Commander.
6. The Air/Light will be responsible for annual mask fit testing of all members assigned to suppression. These responsibilities include:
  - a. Receiving mask fit training from the Repair Shop SCBA Technician.
  - b. Maintaining a roster of all suppression members including annual fit testing dates and mask details.
7. Respond **non-emergent** when dispatched to assume the Rehab Group Supervisor role as directed by the Incident Commander.
8. Read SOG 2111.11 Firefighter Rehabilitation During Emergency Incidents.

Assignment of Modified Duty Personnel to the Air/Light shall in no way be cause for violation of work restrictions. **Members on Modified Duty that are assigned to the Air/Light and dispatched non-emergent to an incident are only permitted to drive the apparatus to the fire and/or refill location, operate the cascade system, and implement Rehab as directed by the Incident Commander. Modified Duty personnel shall inform the Incident Commander of any work restrictions that would prohibit them from completing an assigned task.**

DENVER FIRE DEPARTMENT

DIRECTIVE

**Topic: Modified Duty Assignment Air/Light  
Driver Responsibility Signature Form**

<b>Topic No:</b>	<b>1028.00a</b>
<b>Date:</b>	<b>01-24-2022</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>01-24-2024</b>
<b>Replaces:</b>	<b>Same, dated 06-22-17</b>
<b>Reference:</b>	1010.01 Driver Safety Program and Operator Classifications 1028.00 Modified Duty Assignment Air/Light 1028.00b Modified Duty Assignment Air/Light House Policy Signature Form 2111.11 SOG Firefighter Rehabilitation During Emergency Incidents

**MY SIGNATURE ON THIS DOCUMENT INDICATES THAT I AM AWARE OF AND HAVE AGREED TO ABIDE BY ALL TERMS WRITTEN HEREIN.**

**MEMBER'S SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**TRUCK 16 OFFICER SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**SHIFT COMMANDER SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**DFD ADMINISTRATIVE SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1028.00b</b>
<b>Date:</b>	<b>01-24-2022</b>
<b>Approved:</b>	<i>JAV</i>
<b>Review Date:</b>	<b>01-24-2024</b>
<b>Replaces:</b>	<b>New</b>
<b>Reference:</b>	<b>1028.00 Modified Duty Assignment Air/Light 1028.00a Modified Duty Assignment Air/Light Driver Responsibility Signature Form 2111.11 SOG Firefighter Rehabilitation During Emergency Incidents</b>

**Topic:** Modified Duty Assignment Air/Light House Policy Signature Form

**PURPOSE:** House Policy for Air/Light apparatus.

**SCOPE:** Fire Station and personnel where Air / Light is assigned (currently Station 16).

**I. WELCOME**

- This Policy is put in place to establish the standards and responsibilities of the personnel assigned to the Air/Light.
- Members assigned to the Air/Light must possess either a DFD Class 2, Class 3, or Class 4 license with an unrestricted Colorado driver's license.
- Members assigned to the Air/Light are under the direct supervision of the Truck 16 Officer on their shift regardless of rank. The back-up officer to reporting will be the Engine 16 Officer on their shift.
- Personnel assigned to the Air/ Light will be regarded as a member of Station 16 although they are assigned to HRB on Modified Duty.
- Members assigned to the Air/Light are required to complete Denver Fire Department Directive attachment 1028.00a Modified Duty Assignment Air/Light Driver Responsibility Signature Form with the Officer on Truck 16 and take to the Shift Commander for approval. The signed form will be on file at HRB.

**II. AIR/LIGHT DUTIES**

- Personnel will be required to have **all PPE with them at all times** while assigned to the Air/Light. This will include bunking gear, helmet, station and work boots, safety glasses, and any other PPE that would be required when working in the Operations Division.
- On their first shift, members will be trained in the use of the cascade system and deployment of the lights on the apparatus by members of Station 16. They will also be trained in all operations concerning the apparatus to include driving the Air/Light and familiarize themselves with the apparatus. Any questions regarding the operation can be directed to the members of Station 16 at that time.
- Personnel will be required to follow the Station 16 Air/Light policy concerning daily maintenance and weekly rig day to include inventory of the apparatus. If any concerns arise, the member is expected to contact their immediate supervisor who is the Officer of Truck 16 on their shift.
- The use of the Air/Light for personnel errands is prohibited.

DENVER FIRE DEPARTMENT

DIRECTIVE

**Topic: Modified Duty Assignment Air/Light House Policy Signature Form**

<b>Topic No:</b>	<b>1028.00b</b>
<b>Date:</b>	<b>01-24-2022</b>
<b>Approved:</b>	<i>JAV</i>
<b>Review Date:</b>	<b>01-24-2024</b>
<b>Replaces:</b>	<b>New</b>
<b>Reference:</b>	<b>1028.00 Modified Duty Assignment Air/Light 1028.00a Modified Duty Assignment Air/Light Driver Responsibility Signature Form 2111.11 SOG Firefighter Rehabilitation During Emergency Incidents</b>

- Personnel are required to respond to both emergent and non-emergent operations. Code-10 responses are prohibited, and only Code-9 responses are acceptable. The emergency lights are for use only when arriving and operating at an emergency scene.

**III. STATION 16 HOUSE DUTIES**

- Personnel assigned to the Air/Light are required to adhere to all Station 16 policies and schedules.
- The Air/Light member is responsible for cleaning the Computer and Public restroom. This includes sweeping and wet mopping the floors as well as sink and toilet.
- Personnel are also required to assist members during weekly housework to include but not limited to Kitchen-day, Basement-day, and Shower-day.
- Personnel are expected to participate in the daily league and help with preparation and cleaning of the kitchen after each meal.
- Parking for members is available on the South & West side of the Firehouse.
- Members of the Air/Light will be given a bed and locker to use by the members of Station 16.
- Personnel are required to pay into the House Bill. The rate of participation will be \$2.00 a day or \$25.00 a month depending on the length of assignment. One month will be qualified as a 30-day period.

**IV. MEMBER RESPONSIBILITIES**

- Members assigned to the Air/Light are to observe the work hours in the Operations Division.
- Members will be expected to notify their supervising Officer immediately if any assigned task violates their work restrictions. HRB will be consulted to verify individual capabilities.
- Members will be required to complete any special projects assigned to them by their supervising Officer or HRB. This will include assisting Station 16 with their annual inspections and will work with the Officer of Truck 16 to accomplish this task.
- Members will notify and coordinate all appointments with their supervising Officer.
- Members shall monitor the radio when on the air and be able to respond to any incident upon request of the IC or Dispatch.
- Respond non-emergent when dispatched to assume the Rehab Group Supervisor role as directed by the Incident Commander.
- Read SOG 2111.11 Firefighter Rehabilitation During Emergency Incidents.

**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

**Topic: Modified Duty Assignment Air/Light House Policy Signature Form**

<b>Topic No:</b>	<b>1028.00b</b>
<b>Date:</b>	<b>01-24-2022</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>01-24-2024</b>
<b>Replaces:</b>	<b>New</b>
<b>Reference:</b>	<b>1028.00 Modified Duty Assignment Air/Light 1028.00a Modified Duty Assignment Air/Light Driver Responsibility Signature Form 2111.11 SOG Firefighter Rehabilitation During Emergency Incidents</b>

The Air/Light is an integral part of the Denver Fire Department, providing the necessary items to support an incident when needed. Along with the air and lights from the Air/Light, we also provide water and Gatorade to the members during rehab. By supporting this activity, we instill confidence in our members through support at an incident. We expect the same professionalism from you as you would exhibit as a member of the Denver Fire Department. We value and appreciate your commitment to excellence and look forward to success.

Station 16

\_\_\_\_\_  
Member Signature Date:

\_\_\_\_\_  
Truck 16 Officer Signature Date:

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Modified Duty

Topic No:	1028.01
Date:	05-20-2022
Approved:	KV
Review Date:	05-20-2025
Replaces:	Same, dated 01-24-2022
Reference:	1054.00 Re-Kindle 1058.00 Performance Evaluation 1059.00 Firefighter Return to Active Suppression Program

**PURPOSE:** To define how a member is assigned to and released from a modified duty position.

**SCOPE:** Applies to all uniformed Denver Fire Department Personnel

**I. MODIFIED DUTY ASSIGNMENT**

Modified duty is a short term-term employment position available to members who have been injured in the line of duty. When a member has been placed on restrictions by a Workers' Compensation doctor that do not allow the member to work in suppression, that member shall report to the Administration Division for a modified duty assignment.

**II. CHAIN OF COMMAND**

The Administration Division will manage all modified duty positions. The modified duty member will be considered in the Administration Division's chain of command, even if the modified duty position and their direct supervisor are in another division.

**III. RIGHTS OF MANAGEMENT**

The modified duty assignment is considered a right of management and can be changed at any time based upon the needs of the Denver Fire Department.

**IV. SCHEDULE**

All modified duty schedules will be five (5) eight (8) hour days, Monday through Friday. Any deviation from this schedule will need the approval of the Chief of the Department or designee. A member is assigned to a forty-hour a week modified duty environment unless assigned to the Air/Light Apparatus. Air/Light will remain on a forty-eight-hour environment. With the exception of any conflicts with the use of FML, members are required to use all vacation time as previously scheduled by the vacation pick process while assigned to modified duty.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Modified Duty

Topic No:	1028.01
Date:	05-20-2022
Approved:	KV
Review Date:	05-20-2025
Replaces:	Same, dated 01-24-2022
Reference:	1054.00 Re-Kindle 1058.00 Performance Evaluation 1059.00 Firefighter Return to Active Suppression Program

**V. RETURN TO ACTIVE SUPPRESSION FROM MODIFIED DUTY**

When a member has been released from medical restrictions from a Workers' Compensation doctor and has been on modified duty for 180 days or less, they will return to their regularly scheduled shift immediately, even if this is the same day as being released.

When a member has been released from medical restrictions from a Workers' Compensation doctor and has been on modified duty in excess of 180 days, they shall complete the Re-Kindle process as outlined in Department Directive 1054.00 Re-Kindle, which includes passing the Performance Evaluation Test (PE), Department Directive 1058.00, prior to returning to active suppression.

When a member has been out of active suppression for 24 months or longer, prior to return to suppression they are required to complete items outlined in Department Directive 1059.00 Firefighter Return to Active Suppression Program.

In the event a member is unable to complete or pass the Physical Evaluation Test and has been released from medical restrictions by a Workers' Compensation doctor, they will not be allowed to return to active suppression. The member will be reassigned to the Training Division under the supervision of the Health and Wellness Coordinator (refer to Directive 1058.00, Evaluation Outcomes, Sections #2 and #3).

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1031.00</b>
<b>Date:</b>	<b>12-21-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>12-21-2023</b>
<b>Replaces:</b>	<b>Same, dated 07-29-2020</b>
<b>Reference:</b>	2020 CRS 18-3-201 2020 CRS 18-3-401 2020 CRS 18-6.5-108 2020 CRS 19-3-304

**Topic: Mandatory Reporting of Elder and Child Abuse**

**PURPOSE:** To define and implement the proper reporting procedures for the Mandatory Reporting of Elder and Child Abuse as it applies to Denver Fire Department Personnel.

**SCOPE:** Applies to all Denver Fire Department Personnel

**ELDER ABUSE**

**I. OVERVIEW**

As of July 1, 2014, Senate Bill-111 “Mandatory Reporting of Elder Abuse” goes into law under Section 18-6.5-108, C.R.S. Fire protection personnel fall under the list of Mandatory Reporters under this new law. The law requires a Mandatory Reporter to report the following indicators for abuse of adults age 70 or older to law enforcement within 24 hours:

- A. Physical Abuse
- B. Sexual Abuse
- C. Caretaker Neglect
- D. Exploitation

**II. MEMBER RESPONSIBILITIES**

- A. If any of the indicators for Elder Abuse is seen or suspected, then law enforcement (DPD) must be notified within 24 hours.
- B. The member that witnessed the suspected abuse must make the report.
- C. If a supervisor was present when the suspected abuse was seen, then the supervisor makes the report.
- D. When making a report, attempt to gather the following information:
  - 1. Name and address of the At-Risk-Elder
  - 2. A description of the alleged mistreatment and the situation
  - 3. Nature and extent of Injury
  - 4. The alleged perpetrator name and address, if possible
  - 5. Any other pertinent information



**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1031.00</b>
<b>Date:</b>	<b>12-21-2021</b>
<b>Approved:</b>	<b>JAV</b>
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<b>Replaces:</b>	<b>Same, dated 07-29-2020</b>
<b>Reference:</b>	2020 CRS 18-3-201 2020 CRS 18-3-401 2020 CRS 18-6.5-108 2020 CRS 19-3-304

**Topic: Mandatory Reporting of Elder and Child Abuse**

- E. If the situation encountered poses an imminent risk for mistreatment or abuse, request law enforcement immediately through Fire Dispatch.
- F. If the situation warrants a need for a scene investigation or a welfare check, then request a patrol officer through Fire Dispatch.
- G. If the situation is old information, a closed business, or any situation where it would not be prudent to send a patrol officer, then make the report via email to [eldercrimes@denvergov.org](mailto:eldercrimes@denvergov.org) and cc [adultprotectiveservices@denvergov.org](mailto:adultprotectiveservices@denvergov.org).
- H. In some situations, it can be difficult to ascertain an individual's age; therefore, *if in doubt, make the report anyway.*
- I. Once the report has been made, email the details of the report to the Assistant Chief in Operations for possible follow-up.
- J. Understand that in cases of Self-Neglect, the Mandatory Reporting law does not apply. Please forward the following information to the Assistant Chief in Operations who can forward the information to Adult Protective Services.
  - 1. Name and address of individual
  - 2. A description of the situation of Self-Neglect
  - 3. Any pertinent medical conditions

**CHILD ABUSE**

**III. OVERVIEW**

Per C.R.S 19-3-304, law requires a Mandatory Reporter to report the following indicators for abuse of Children immediately. Firefighters are considered Mandatory Reporters under this law:

- A. Physical Abuse
- B. Sexual Abuse
- C. Neglect
- D. Exploitation

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1031.00</b>
<b>Date:</b>	<b>12-21-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>12-21-2023</b>
<b>Replaces:</b>	<b>Same, dated 07-29-2020</b>
<b>Reference:</b>	2020 CRS 18-3-201 2020 CRS 18-3-401 2020 CRS 18-6.5-108 2020 CRS 19-3-304

**Topic: Mandatory Reporting of Elder and Child Abuse**

**IV. MEMBER RESPONSIBILITIES**

- A. If any of the indicators for Child Abuse is seen or suspected, then Law Enforcement (DPD) and or/ Child Protective Services must be notified immediately.
- B. When making a report, attempt to gather the following information:
  - 1. Name and address of the child
  - 2. A description of the alleged mistreatment and the situation
  - 3. Nature and extent of injury
  - 4. The alleged perpetrator name and address, if possible
  - 5. Any other pertinent information
- C. Request law enforcement (DPD) through Fire Dispatch
- D. Child Protective Services can be contacted by their 24-hour hotline: 720-944-3000. This number will be available through Fire Dispatch.
- E. Members are not mandated to make a report if:
  - 1. You learn of the suspected abuse or neglect after the alleged victim is eighteen years of age or older; and
  - 2. You do NOT have reasonable cause to know or suspect the perpetrator has subjected any other child currently under eighteen years of age to abuse or neglect; OR
  - 3. The perpetrator is not currently in a position of trust, as defined in section 18-3-401 (3.5), C.R.S., with regard to any child currently under eighteen years of age.
- F. Once the report has been made, email the details of the report to the Assistant Chief in Operations for possible follow-up.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Public Assembly Events

Topic No:	1032.00
Date:	01-27-2022
Approved:	JAV
Review Date:	01-27-2024
Replaces:	Same, dated 10-03-14
Reference:	1020.00 Code of Conduct 1042.00 Infection Prevention and Control 1014.00 Line of Duty Injuries and Reporting

**SPECIAL DETAIL IN PLACES OF PUBLIC ASSEMBLY AND EMERGENCY FIRE WATCH**

**Special Detail Program Manager**

The Division Chief of the Fire Prevention Division will assign the Fire Department Special Detail Program Manager. The Program Manager shall not receive any compensation for this work other than his or her normal salary and benefits. The Program Manager is not eligible to work Special Detail for public assembly events or emergency fire watch unless approved by the Fire Prevention Division Chief or the Chief of the Department. This does not prevent the Program Manager from performing technical inspections for which he/she is qualified for (i.e., pyrotechnics, compressed gases as theatrical effects, carbon monoxide monitoring, etc.).

The Program Manager's duties and responsibilities include:

1. Supervise support staff, including one clerical/data entry Career Service employee(s) and others who may be assigned to the Special Detail Program.
2. Keep their supervisor informed so that the supervisor can perform the duties of the Program Manager in their absence.
3. Develop, conduct, maintain and document a training and certification program for firefighters participating in the program.
4. Investigate complaints made regarding Special Detail and report the findings to the Division Chief of the Fire Prevention Division.
5. Coordinate with Fire Prevention personnel in charge of Public Assembly events for determination of the number of Special Detail personnel required at an event.
6. Coordinate with public assembly venues, promoters, and event managers the collection of fees for Special Detail firefighter assignments to those venues and events.
7. Schedule Special Detail personnel to work public assembly events or emergency fire watch during office and non-office hours.
8. Maintain current records of firefighters participating in the program, update forms annually and whenever the personnel information changes.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Public Assembly Events

Topic No:	1032.00
Date:	01-27-2022
Approved:	JAV
Review Date:	01-27-2024
Replaces:	Same, dated 10-03-14
Reference:	1020.00 Code of Conduct 1042.00 Infection Prevention and Control 1014.00 Line of Duty Injuries and Reporting

9. Prepare daily time sheet records and overall work history for all Special Detail assignments (who worked, where they worked, how many hours they worked).
10. Maintain files of work records for each participating firefighter for five years in accordance with the Department Records Retention Policy.
11. Maintain the required event forms: Job Summary Reports, Job Incident Reports, and Fire Watch Log Reports for five years.
12. Provide each member with a record of the number of hours worked at the end of each year, including the number of hours worked at each venue.
13. Maintain records documenting current EMT status.
14. Conduct on-site inspections to ensure program compliance or address outstanding issues.
15. Maintain records indicating that all firefighters participating in the Special Detail Program acknowledge receipt of this guideline and that they understand they are expected to read and follow the procedures outlined in this guideline.

**Participating Firefighters**

1. Participation in the Fire Department Special Detail Program by qualified personnel is a privilege and not a right of employment. This program is voluntary during day off hours and is not mandatory.
2. Firefighters participating in the Special Detail Program must, at a minimum, be the level of Firefighter First Grade, possess a current EMT certification, and complete public assembly training as required by the Department. A copy of each participant's current EMT certificate shall be maintained on file with the Program Manager.
3. Personnel must sign up for the program during the annual, designated sign-up period. Attendance at instructional classes shall be mandatory for personnel on the Special Detail roster when deemed necessary by the Department. This is a voluntary program, and participating personnel will attend instruction classes on their own time and will not be compensated.
4. All members volunteering for this program who are placed on the Special Detail Roster are subject to be called for short notice, late night or holiday emergency fire watch duty.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Public Assembly Events

Topic No:	1032.00
Date:	01-27-2022
Approved:	JAV
Review Date:	01-27-2024
Replaces:	Same, dated 10-03-14
Reference:	1020.00 Code of Conduct 1042.00 Infection Prevention and Control 1014.00 Line of Duty Injuries and Reporting

5. The senior firefighter or ranking officer at an event shall be responsible for completing the appropriate reports documenting all incidents that occur during events. Reports shall be deposited in Department mail (addressed to Special Detail Program Manager at Fire Prevention Division) or hand delivered to the Special Detail Program Staff members within 24 hours of completing the Special Detail shift. Reports include the Job Summary Report, the Job Incident Report, and Fire Watch Log Report.
6. All violations of the Denver Fire Code or Fire Prevention Guideline for Public Assembly Functions shall be documented and reported to the Program Manager, whether corrected immediately or not.
7. If Special Detail personnel are injured while on Special Detail, the injury shall be documented and reported to Fire Dispatch. The Program Manager shall be notified of the injury immediately, following regular line-of-duty injury procedures as outlined in Department Directive 1014.00.
8. Should a situation arise that the Special Detail firefighter cannot resolve, including conflicts or problems that arise among Special Detail personnel, they should contact the Fire Prevention Duty Officer through the Dispatcher for help in gaining resolution.
9. Special Detail firefighters are not to accept lost and found items. Firefighters shall direct the public to the Facility Manager to turn over lost and found items.
10. The responsibility of all Special Detail firefighters is to enforce the Denver Fire Code and Fire Prevention Division regulations and to serve and protect the general public in emergency situations. Special Detail personnel must notify Denver Fire Department Dispatch of any emergency, providing a detailed explanation of the situation and facility conditions. Once a firefighter has notified Dispatch, crowd control and orderly evacuation, when necessary, must be started and medical care shall be administered until Fire and/or Medical personnel arrive. The firefighter shall then assist Denver Fire Department or medical personnel, if necessary.
11. The first responsibility of members on Special Detail duty at a medical emergency shall be to contact Emergency Dispatch and request assistance. Special Detail personnel will then provide basic first aid as trained and equipped until Denver Fire Department personnel and/or an ambulance arrives and, at that time, assist them.
12. While on Special Detail, personnel shall perform their duties in a professional manner and with courtesy, diplomacy, and tact.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Public Assembly Events

Topic No:	1032.00
Date:	01-27-2022
Approved:	JAV
Review Date:	01-27-2024
Replaces:	Same, dated 10-03-14
Reference:	1020.00 Code of Conduct 1042.00 Infection Prevention and Control 1014.00 Line of Duty Injuries and Reporting

13. Special Detail personnel shall follow the directions of the Program Manager with regard to their physical placement and tour of the facility while on-duty.
14. Special Detail personnel shall present a professional appearance at all times. The Class "A" or "B" regulation uniform shall be worn while on Special Detail. Nomex and baseball caps are prohibited. Members shall wear the regulation uniform in accordance with the Operations Manual of the Denver Fire Department pertaining to uniform and general appearance. The uniform jacket or hat will not be required.
15. A firefighter who is off-duty due to illness, injury, or limited duty status shall not accept an assignment for Special Detail duty.
16. Any job, EMT status or station change shall be reported within 72 hours of occurrence to the Program Manager.
17. All members on Special Detail shall be subject to all Department Standard Operating Guidelines and Directives at all times and must remain at assigned location during the time such places are open to the public.
18. Personnel participating in the Special Detail Program shall be compensated through the Department/City payroll system. The City shall withhold taxes for Special Detail personnel. All Special Detail jobs shall have a three-hour minimum charge per assigned Special Detail worker.
19. The hourly rate for all personnel participating in the Special Detail Program, regardless of Fire Department rank, will be \$33.00. Special Detail service on short notice (less than 24 hours notice) and holidays will include a \$5.00 per hour increase. Special Detail firefighters will be paid once each month by a separate check issued by the City. This will not be auto-deposited.
20. Convenience Trades - If, for reasons of convenience, a member who has been assigned a job no longer wants to work it, they shall make every effort to schedule another Special Detail worker to cover their shift. If you are unable to find a replacement, you will be expected to work the shift. The Program Manager must be notified and approve the trade. The opportunity to work shall still be charged to the member originally scheduled for the job and shall not be charged against the member who steps in and works the shift.
21. Personal/Family Emergencies - Personnel having a last minute, personal/family emergency that precludes them from working or finishing a scheduled shift shall contact the Program Manager and arrangements will be made to cover your shift.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Public Assembly Events

Topic No:	1032.00
Date:	01-27-2022
Approved:	JAV
Review Date:	01-27-2024
Replaces:	Same, dated 10-03-14
Reference:	1020.00 Code of Conduct 1042.00 Infection Prevention and Control 1014.00 Line of Duty Injuries and Reporting

22. Members may volunteer their services, free of charge, at certain functions (charity events, fraternal events, church events, etc.) that require members for Special Detail after approval by the Division Chief of Fire Prevention and notification to the Program Manager.
23. Members are to be on time. They are to sign in upon arrival at an event and sign out when leaving, and not before.
24. Only the Program Manager shall be allowed to make Special Detail assignments. No firefighter shall privately enter into an agreement with a venue, promoter, or event manager.
25. The City and County of Denver and the Denver Fire Department shall not be responsible for any actions of Special Detail personnel outside assigned duties as defined in the Denver Fire Code, the Denver Fire Department Directives and Guidelines, and the Fire Prevention Guidelines for Public Assembly Functions.
26. Special Detail personnel are NOT allowed to gain free entry to a Special Detail event for any friend or family member. Personnel shall not ask for or accept free merchandise including, but not limited to, meals, tickets, tee-shirts, autographs, etc.
27. If personnel are offered jobs extending past 23:00 hours on a night prior to their scheduled operations shift, they will be given the option to refuse the job without being charged an opportunity/round.
28. A reasonable effort will be made to notify scheduled personnel should there be a cancellation of an event. If the Department has not received notification of cancellation of an event more than three hours in advance of the event, the firefighter will be paid the three-hour minimum.
29. All members are advised that the Denver Fire Department will no longer supply any first aid equipment at places of public assembly. Personnel shall equip themselves with rubber gloves, a pocket mask and a fluid shield mask or comparable substitute, approved by the EMS division. Members are to protect themselves from any infectious diseases. Special Detail personnel are to follow the Denver Fire Department's Infectious Disease Control Policy.
30. Rules for the Special Detail Program may be modified as deemed necessary by the Chief of the Department without advance notice.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Public Assembly Events

Topic No:	1032.00
Date:	01-27-2022
Approved:	JAV
Review Date:	01-27-2024
Replaces:	Same, dated 10-03-14
Reference:	1020.00 Code of Conduct 1042.00 Infection Prevention and Control 1014.00 Line of Duty Injuries and Reporting

- 31. Personnel who fail to adhere to the rules stated in this Guideline, or the orders of the Program Manager as approved by authorized personnel of the Fire Department, may be terminated or suspended from the Special Detail Program and may be subject to Department disciplinary action.
  
- 32. Personnel volunteering and being accepted for the Special Detail Program shall acknowledge that they fully understands and agrees with all the above-stated rules and fully understands the Denver Fire Department's Directives and Guidelines, the Denver Fire Department's Inspection Manual and the Denver Fire Department's Fire Prevention Guideline for Public Assembly Functions, and fully understands as to their application while working Special Details.

I, \_\_\_\_\_ acknowledge that I have read and understand the Denver Fire Department Directive for Public Assembly Events, Topic No. 1032.00, and understand and agree that participation in the Special Detail Firefighter Program is strictly voluntary during my off-duty hours and is not a mandatory condition of my employment with the Denver Fire Department.

\_\_\_\_\_  
Signature Date

Witness: \_\_\_\_\_  
Signature Date



DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Maternity Policy

Topic No:	1033.00
Date:	05-06-19
Approved:	TAB
Review Date:	05-06-21
Replaces:	Same, dated 04-27-18

**PURPOSE:** To outline the resources available to members experiencing maternity

**SCOPE:** Applies to all applicable uniformed members

**PROCEDURE:**

There is no requirement to disclose a pregnancy.

Members are encouraged to contact the Administration Division at (720) 913-3545 at the onset of pregnancy to obtain a copy of the Family Medical Leave Act provisions and to obtain forms for requesting Family Medical Leave.

**I. TRANSFER DIRECTIVE ADDITION**

If a member wishes to request a transfer due to maternity, they will submit a written request through their chain of command to the Administration Division. The member must disclose any physical limitations or restrictions and list previous work history, skills, and preferences that may assist with making an appropriate assignment. The member can be immediately assigned to the Administration Division until a modified assignment can be determined. Transfers considered under this Policy shall supersede seniority requested transfers on file and transfer policy timelines shall be waived. The position vacated by the member that has been granted a maternity transfer shall be held for the member for up to one year. A member who has been accommodated due to maternity is not required to fulfill the support position transfer time commitments as outlined in the **Transfer Directive**. A member who has been accommodated due to maternity may request a transfer (through My DFD and an email to the Division Chief of Administration through the member's chain of command) to a suppression assignment when the requirements of the **Return to Active Suppression Directive** have been met (if the member has been out of active suppression for more than 24 months).

The Administration shall consider the following when placing a member who is requesting a transfer due to maternity:

1. An alternate duty position or support service position within the Denver Fire Department
2. Assignment to the Administration Division if no support assignments are available at the time of application

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Maternity Policy

Topic No:	1033.00
Date:	05-06-19
Approved:	TAB
Review Date:	05-06-21
Replaces:	Same, dated 04-27-18

**II. UNIFORM DIRECTIVE ADDITION**

A member who is experiencing a pregnancy will receive an additional 50 points toward their uniform allotment when approved by the Division Chief of Administration.

Members who are experiencing a pregnancy or postpartum and are assigned to a support position are authorized to wear:

- Black socks
- Black shoes (shoes do not need to be leather nor need to have a safety toe)
- Navy blue pants (pants do not have to be issued by the Warehouse)
- A black belt is optional
- DFD T-shirt or Polo (shirts do not have to be tucked in)

Members who are experiencing a pregnancy and whose assignment does not interface with the public are authorized to wear civilian maternity clothing.

Members who are postpartum breastfeeding mothers are encouraged to request a meeting with the Division Chief of Administration, an Admin representative, Shift Commander, and District Chief to discuss support needs while assigned to Operations.

Members will be given a reasonable amount of time and occurrences during their shift to accommodate nursing/lactation support, regardless of the length of the shift. Any nursing employee will be provided a location, other than a bathroom, that is shielded from co-workers and free from intrusion by co-workers or the public, to express breast milk.

Members working in the Operations Division shall have the ability to go out of service or run short while a member is expressing breast milk and must coordinate through their Chain of Command to the District Chief.

**III. STATE and FEDERAL POLICY**

The Denver Fire Department shall follow:

29 U.S.C.207(r) of the Fair Labor Standards Act – Break Time for Nursing Mothers Provision;

CO Revised Statute 24-34-402.3 Prohibition of discrimination – pregnancy, childbirth, and related conditions – reasonable accommodations required – notice of rights – definitions; and

C.R.S. 8-13.5.101 et seq. – Workplace accommodations for nursing mothers.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1035.00</b>
<b>Date:</b>	<b>01-24-2022</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>01-24-2024</b>
<b>Replaces:</b>	<b>Same, dated 05-06-15</b>

**Topic: Department Facility Visits**

**PURPOSE:** To explain the Department’s policy regarding visitors to Department stations and facilities.

**SCOPE:** Applies to all Denver Fire Department personnel

**INVITATIONS TO FIRE STATIONS AND DEPARTMENT FACILITIES**

Invitations for visits/meals:

- A. Will be monitored by Company Officer.
- B. Curfew will be 2200 hours; or may be sooner at the discretion of the Company Officer. For visits after 2200 to 0000 hours, the District/Assistant Chief must be notified.
- C. No civilian, unless approved by Operations Division per the Ride-Along Policy, will be allowed on apparatus responding to an incident or during day-to-day operations (i.e., shopping, inspections).
- D. No civilian overnights are allowed in any fire department facility. Exceptions will be given to civilians over 18 years of age participating in ride-alongs and only with the approval of the respective Division Chief or his/her designee. The District/Assistant Chief must be notified.
- E. All visitors to fire department facilities under 18 years of age must be accompanied by an adult if visiting a member on-duty.
- F. Parental custody exchanges will not be allowed to take place in any fire station or City property while on-duty.
- G. No Civilian visits allowed to fire stations at any time when dealing with a high number of illnesses in the community (Flu, COVID-19, etc.) as directed by the Public Health Order from the Denver Department of Public Health & Environment.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1036.00</b>
<b>Date:</b>	<b>11-17-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>11-17-2023</b>
<b>Replaces:</b>	<b>Same, dated 05-07-15</b>

**Topic: Political Activities While On-Duty**

**PURPOSE:** To explain the Department's policy regarding political activities while on-duty

**SCOPE:** Applies to all Denver Fire Department personnel

**OVERVIEW:**

The Denver Fire Department recognizes that employees may get involved in local, state, and national political activities. It is the policy of the Denver Fire Department not to interfere with political activities engaged in outside of work hours, and in a member's personal capacity. However, the DFD prohibits members from engaging in political activities while on-duty.

**POLICY:**

The Department prohibits the following practices on City premises during work hours:

- A. Soliciting monetary political contributions from any officer or employee;
- B. Soliciting any contribution of services or resources for political purposes from any officer or employee;
- C. Taking any personnel action or making any promise or threat of action with regard to any employee because of the giving or the withholding of a political contribution or service;
- D. Engaging in solicitation or politically motivated behavior that is harassing or discriminatory; or
- E. Using employer resources for political purposes.

Members are not permitted to spend work time involved in campaign activities. Members also are prohibited from using City facilities and/or resources in connection with any campaign or other political activities. City resources include, but are not limited to: telephones, email, fax machines, interoffice mail, voice mail, photocopiers, and office supplies. Members are not permitted to use DFD equipment, logos, badges, or other insignia in connection with any political campaign including, but not limited to: campaigns for elected positions, ballot issues, constitutional amendments, and proposed legislation.

**Questions concerning this policy may be directed to Safety HR or to the Division Chief of Administration.**

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

<b>Topic No:</b>	<b>1037.00</b>
<b>Date:</b>	<b>05-06-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>05-06-2021</b>
<b>Replaces:</b>	<b>Same, dated 07-10-2015 (was named DFD Hazing, Harassment, Retribution Policy)</b>

**Topic: DFD Discrimination, Hazing, Harassment, and Retaliation Policy**

**PURPOSE:** The Denver Fire Department is committed to maintaining a work environment free of discrimination, hazing, harassment, and retaliation. Behavior may violate this policy even if it would not constitute a violation of federal, state, and/or local law. This policy applies to all Department employees.

**SCOPE:** It is the shared obligation of all employees and employee organizations to act individually and jointly to prevent or defuse actual or implied destructive behavior at work. It is the goal of the Denver Fire Department to rid work sites of destructive behavior or the threat of such behavior.

For purposes of this policy, definitions are as follows:

**Appropriate Supervisor:** Can include immediate supervisor, anyone in the chain of command, or Administrative Division Chief. It is the responsibility of the “appropriate supervisor” to report the allegation immediately to the Administration Division at Denver Fire Department Headquarters.

**Cyberbullying:** 1) Harassment that takes place over digital devices like cell phones, computers, and tablets. 2) Includes sending, posting, or sharing negative, harmful, false, or misleading content about someone else. 3) Can include sharing personal or private information about someone else causing embarrassment or humiliation. 4) Can cross the line into unlawful or criminal behavior.

**Discrimination:** Discrimination occurs when an employee or appointee experiences an adverse work environment or adverse employment action based on one or more Protected Characteristics of the employee.

**Harassment:** Unwelcome conduct that is based on race, color, religion, sex (including pregnancy), national origin, age, disability, or genetic information.

**Hazing:** 1) To persecute or harass with meaningless, difficult, or humiliating tasks. 2) To initiate, as into any group or organization, by exacting humiliating performances from, or playing rough practical jokes upon.

**Protected Characteristics:** Race, color, religion, creed, national origin/ancestry, sex, sexual orientation, transgender status, gender identity and expression, disability, genetic information, military status, age, marital status, political affiliation, pregnancy or related condition, or any other status protected under federal, state, and/or local law.

**Retaliation:** Retaliation is conduct taken against an employee because the employee has, in good faith, reported violations, assisted in any investigation, or otherwise engaged in any protected activity of this policy. Retaliation can include, but is not limited to, such acts as disciplining an employee, giving an employee a negative performance evaluation, refusing to recommend an individual for a position for which he or she qualifies, giving an employee a less desirable job assignment, spreading rumors about an individual, encouraging hostility from co-workers, and escalating harassment.

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic: **DFD Discrimination, Hazing, Harassment, and Retaliation Policy**

Topic No:	1037.00
Date:	05-06-2021
Approved:	JAV
Review Date:	05-06-2021
Replaces:	Same, dated 07-10-2015 (was named DFD Hazing, Harassment, Retribution Policy)

**Sexual Harassment:** Unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual or physical nature. **Refer to Department Directive 1021.00, Sexual Harassment Policy, for detailed information and procedures relating specifically to sexual harassment.**

### REPORTING DISCRIMINATION AND HARASSMENT

When an employee has a complaint or observes an act of *discrimination, hazing, harassment, or retaliation* at work, the employee shall, if they are comfortable doing so, make it clear to all involved persons that such behavior is offensive and should be discontinued. In addition, the employee shall bring the matter to the appropriate supervisor's attention. The supervisor shall investigate the complaint and immediately contact the Internal Affairs Bureau (IAB) for guidance and assistance. In the initial investigation the supervisor or other appropriate official shall look at the totality of the circumstances, such as the nature of the actions and the context in which the alleged incidents occurred. If *discrimination, hazing, harassment, or retaliation* are found to exist, appropriate management and supervisory personnel shall take prompt corrective action. Please refer to Department Directive 1056.00, Corrective Action Procedures, to ensure that the correct procedures are followed.

If the employee is uncomfortable reporting the complaint or if actions of the immediate supervisors do not effectively stop the *discrimination, hazing, harassment, or retaliation*, the affected individual shall contact any of the following: A) Any supervisor inside or outside the chain of command; B) The Internal Affairs Bureau; C) The Human Resources office of the Department Administration Division; D) An employee relations specialist with the Human Resources Division of the Department of Safety; E) The Career Service Authority Employee Relations Unit.

Nothing in this policy precludes an employee from contacting or filing a charge of discrimination or claim with an external agency such as the Equal Employment Opportunity Commission or the Colorado Civil Rights Division.

No employee acting in good faith who reports real or perceived behavior in violation of this policy will be subject to discipline. No employee acting in good faith who reports discrimination, hazing, or harassment, will be subject to retaliation, or harassment, based upon his or her report.

### MANAGEMENT'S RESPONSIBILITY

The Manager's foremost obligation is to ensure the safety of any employee who has been threatened or harmed. Managers are responsible for ensuring a prompt and adequate response to any incident of workplace *discrimination, hazing, harassment, or retaliation*.

Immediate supervisors shall investigate all complaints and/or incidents of workplace *discrimination, hazing, harassment, or retaliation* and take appropriate action.

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic: **DFD Discrimination, Hazing, Harassment, and Retaliation Policy**

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Officers shall contact the Internal Affairs Bureau (IAB) for guidance and assistance in all complaints falling under this policy prior to any action being taken. IAB will provide information on procedures and appropriate level of investigation for the nature of the complaint. Allegations of a continuing pattern of misconduct, that involve misconduct of a serious nature, or that involve possible law violations shall be conducted by IAB.

The investigation shall include, at a minimum, an interview of all persons involved, including any witnesses to obtain an accurate account of the incident. The statements of witnesses and others interviewed shall be documented in writing. Advice and assistance in this process will be provided by the Administration Division.

**EMPLOYEE RESPONSIBILITY**

Employees who feel they have been subjected to any of the behaviors listed above or have observed or have knowledge of any violation of this policy should report the incident as set forth above. However, if a situation presents an immediate life threat to the employee or others, the employee is advised to call the Denver Fire Department Dispatcher or Denver Police Department officials for assistance, if it is practical and safe to do so at the time.

**RETALIATION IS PROHIBITED**

No employee will experience any retribution for making a good-faith complaint or for participating in an investigation of an alleged act of discrimination or harassment. However, any employee making a knowingly false accusation may be subject to appropriate disciplinary action. Retaliation should be reported and investigated according to the procedures set forth above.

**DISCIPLINARY ACTION**

Any violation of this policy by employees, including a first offense, may result in disciplinary action, up to and including demotion or dismissal. **Willful failure of a supervisory employee to enforce this policy may result in disciplinary action against the supervisor, up to and including demotion or dismissal.**

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1037.01
Date:	05-03-2021
Approved:	JAV
Review Date:	05-03-2023
Replaces:	Same, dated 09-16-2019

Topic: Equal Employment Opportunity Policy

**PURPOSE:** To establish the guidelines for Equal Employment Opportunity Policy and Prohibition of Harassment and Discrimination

**SCOPE:** The City and County of Denver is an Equal Employment Opportunity employer. This Department Directive applies to ALL members of the Denver Fire Department, both uniformed and non-uniformed.

It is the policy of the Department of Safety and the Denver Fire Department that its employees (both Civilian and Sworn), contract employees, temporary workers, and applicants for employment, have a right to be free of discrimination, harassment, and retaliation based upon actual or perceived:

- Race (to include hair texture, hair type, or protective hairstyle commonly or historically associated with race, such as braids, locs, twists, tight coils or curls, cornrows, Bantu knots, Afros, and headwraps)
- Color
- Creed
- National Origin
- Ancestry
- Sexual Orientation
- Physical or mental disability
- Age
- Gender/Sex (including pregnancy, childbirth, or caregiver status)
- Marital Status
- Military Status
- Religion
- Political Affiliation
- Or any other basis protected by federal, state, or local law or regulation



## DIRECTIVE

<b>Topic No:</b>	<b>1037.01</b>
<b>Date:</b>	<b>05-03-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>05-03-2023</b>
<b>Replaces:</b>	<b>Same, dated 09-16-2019</b>

**Topic: Equal Employment Opportunity Policy**

**DEPARTMENT OF SAFETY:**

**EQUAL EMPLOYMENT OPPORTUNITY POLICY AND PROHIBITION OF  
HARRASSMENT AND DISCRIMINATION**

It is the policy of the Department of Safety that its employees (both civilian and sworn), contract employees, temporary workers, and applicants for employment have a right to be free of discrimination, harassment, and retaliation based upon actual or perceived race (to include hair texture, hair type, or protective hairstyle commonly or historically associated with race, such as braids, locs, twists, tight coils or curls, cornrows, Bantu knots, Afros, and headwraps), color, creed, national origin, ancestry, sexual orientation, physical or mental disability, age, gender/sex (including pregnancy, childbirth, or caregiver status), marital status, military status, religion, political affiliation, or any other basis protected by federal, state, or local law or regulation.

- (1) Examples of on-duty or off-duty conduct that could violate this policy include but are not limited to:
  - A. Verbal conduct such as epithets, derogatory comments, slurs, unwanted sexual advances, invitations, or comments;
  - B. Visual conduct such as derogatory posters, photographs, cartoons, drawings, or gestures;
  - C. Physical conduct such as assault, unwanted touching, blocking normal movement, or interfering with work directed at a person because of a protected basis;
  - D. Threats or demands to submit to sexual requests in order to keep a job or avoid some other negative consequence, and offers of job benefits in return for sexual favors;
  - E. Basing an employment decision (such as hiring, promotion, discipline, pay increase, job assignment, or termination) on any of the protected categories identified above; and
  - F. Retaliation for good faith reporting, opposing, or otherwise participating in a complaint or investigation process concerning potential violations of this policy.
  
- (2) Individuals who believe they are being subjected to prohibited discrimination or harassment are strongly urged to make it clear to the offending employee that such behavior is offensive and should be discontinued unless the individual experiencing the alleged misconduct is uncomfortable communicating that to the offending employee.
  
- (3) All Department of Safety employees are required to promptly report potential violations of this policy so that appropriate actions may be taken, subject to the confidentiality requirements of agency peer support programs. Potential violations should be reported to any of the following:
  - A. Any supervisor in the reporting employee's or offending employee's agency or work unit, inside or outside the chain of command;
  - B. The Internal Affairs Bureau for the reporting employee's or offending employee's agency (available twenty-four hours per day, seven days per week);

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1037.01
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**Topic: Equal Employment Opportunity Policy**

- C. The Human Resources Bureau for the reporting employee's or offending employee's agency;
- D. The Manager of Safety's EEOC Coordinator; and/or
- E. The Career Service Authority Employee Relations Unit.

Nothing in this policy precludes an employee or applicant from contacting or filing a charge of discrimination or claim with an external agency such as the Equal Employment Opportunity Commission or the Colorado Civil Rights Division. Consultation with a peer support or employee group representative shall not constitute reporting of a potential policy violation, nor shall it be considered legal knowledge or notice to the City or Department of Safety.

A report or complaint of discrimination, harassment, and/or retaliation may be made verbally or in writing. Anonymous reports/complaints will also be accepted and evaluated for further investigation. Any person reporting a potential violation of this policy or otherwise participating in the complaint or investigation process should understand that confidentiality will be maintained to the extent possible but that absolute confidentiality and anonymity cannot be guaranteed.

- (4) Supervisors and managers who become aware, by any formal or informal means, of possible discrimination, harassment, or retaliation must take prompt, reasonable actions to stop the prohibited behavior. Additionally, supervisors and managers must promptly report any information concerning the possible prohibited behavior to the Manger of Safety's EEO Coordinator and their agency head. Supervisors or managers who serve as employee group representatives or peer support officers are subject to applicable confidentiality agreements and notice to such individuals while acting in their peer support capacity shall not constitute reporting or notice to the agency, Department of Safety, or City.
- (5) The Department of Safety maintains "zero tolerance" regarding violations of this policy, meaning the Department will not knowingly tolerate acts of discrimination, harassment, or retaliation. Allegations about potential violations of this policy will be taken seriously and the Department will promptly undertake reasonable steps to address all allegations of discrimination, harassment, or retaliation. If an investigation is deemed necessary, it will be conducted promptly, thoroughly, and impartially. Appropriate actions may include, but are not limited to, discipline (up to and including termination), training, mediation, or other effective remedial action commensurate with the severity of the offense and any such actions will occur as soon as practicable for even a single violation of the policy.
- (6) Retaliation is strictly prohibited against employees who have in good faith:
  - A. Opposed conduct that potentially violates this policy, including but not limited to making a complaint or protest on behalf of another individual;
  - B. Reported conduct that the employee experienced or observed and reasonably believes to constitute a potential violation of this policy; or

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1037.01
Date:	05-03-2021
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**Topic: Equal Employment Opportunity Policy**

- C. Assisted or participated in an investigation, claim, lawsuit, or hearing concerning a complaint of discrimination, harassment, or retaliation. This includes but is not limited to making a report or complaint or providing a witness interview during an investigation.

Retaliation is conduct taken against an employee or applicant because the employee or applicant has engaged in any of the above-listed protected activities. Retaliation can include but is not limited to such acts as disciplining an employee, giving an employee a negative performance evaluation, refusing to recommend an individual for a benefit for which he or she qualifies, giving an employee a less desirable job assignment, spreading rumors about an individual, encouraging hostility from co-workers, and escalating harassment. Any Department of Safety employee engaging in or encouraging retaliation may be subject to appropriate actions, including but not limited to discipline (up to and including termination), mediation, or training, even for a single offense.

The intent of this policy is to ensure that the Department of Safety take immediate and proper action to eradicate harassing, discriminatory or retaliatory behavior regardless of whether the behavior violates federal or state law.

Murphy F. Robinson III, Executive Director of Public Safety

Updated: October 5, 2020

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1038.00</b>
<b>Date:</b>	<b>12-21-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>12-21-2023</b>
<b>Replaces:</b>	<b>Same, dated 10-01-15</b>
<b>Reference:</b>	<b>1031.00 Mandatory Reporting 1085.01 Mental Health Center of Denver (MHCD) Co-Responder</b>

**Topic:      Adult Protective Services Reporting**

**PURPOSE:** This policy covers Adult and Protective Services reporting where individuals are self-neglecting.

**SCOPE:**      Applies to all DFD Uniformed Personnel

**ADULT PROTECTIVE SERVICES**

In cases where DFD members want to report individuals who are self-neglecting and/or continually utilizing the 911 system, the Department Co-Responder **and** Adult Protective Services (APS) should be contacted. Contacting both will potentially expedite the process.

Adult Protective Services (APS) requests that members contact their intake line at 720-944-2994. This line is available 24/7 for reporting. After 16:30, callers will be prompted and directed to contact the after-hours intake worker. When making the call, please be as detailed as possible. Include the following information:

- Name
- Address
- Date of Birth
- What prompted the initiation of the call
- Anything else pertinent to the situation

Once the report has been made, Adult Protective Services will initiate an investigation. Please understand that in cases where there is self-neglecting, but the individual is competent and refuses intervention, Adult Protective Services cannot always intervene.

Anytime a report has been made to the intake line, please follow up with an email to the Operations Division Assistant Chief and DFD's Co-Responder, Kate Pierce (MH32) for potential future reference. ([Kate.Pierce@mhcd.org](mailto:Kate.Pierce@mhcd.org) or call/text 720-653-8085) see Directive 1085.01 for Mental Health Center of Denver (MHCD) Co-Responder.

***This Directive does not apply to cases of Child Abuse or Neglect or Elder Abuse; see Department Directive 1031.00, Mandatory Reporting.***

Any suspicion of the following indicators for abuse of Children must be reported immediately: Physical Abuse; Sexual Abuse; Neglect; Exploitation; Untreated Developmental and/or Intellectual Disability or Delay. 1-844-CO-4-KIDS (1-844-264-5437)

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1039.00
Date:	11-10-2021
Approved:	JAV
Review Date:	11-10-2023
Replaces:	Same, dated 08-17-17

Topic: Confidentiality of Department Personnel Information

**PURPOSE:** To define the requirements of maintaining confidential/privileged information

**SCOPE:** Applies to all Denver Fire Department personnel

In the interest of our members and the citizens we serve, confidentiality is paramount. All Denver Fire Department personnel are required to maintain and guard the confidentiality of other members.

**Request from Outside the Department:**

When a request for personnel information is received from a citizen, the request shall be documented including the citizen's name, contact information, request type and request reason, and given to the appropriate supervisor. The supervisor shall forward the citizen request to the member. **Under no circumstances shall personnel information including home addresses, phone numbers, F-numbers, Driver's License Numbers, Social Security Numbers, Email, and assignments, be released to anyone who is not an active Denver Fire Department member by other than authorized personnel in accordance with official duties.**

**Internal Documentation:**

Certain positions within the Denver Fire Department may require members to have access to confidential/privileged information including but not limited to medical records, personnel investigations, and payroll information. All confidential/privileged information is to be secured at all times. Should a breach of confidential/privileged information occur, the appropriate supervisor shall be notified immediately. Disclosure of confidential/privileged information other than by authorized personnel in accordance with official duties is strictly prohibited.

A breach of confidentiality may be grounds for discipline. Reference Directive 1057.00 and DFD Discipline Matrix (Categories-Violations & Discipline Level Assignments Table)

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Serving Subpoenas and Other Legal Documents

Topic No:	1040.00
Date:	01-24-2022
Approved:	JAV
Review Date:	01-24-2022
Replaces:	Same, dated 10-14-15
Reference	1039.00 Confidentiality of Department Personnel Information

**PURPOSE:** To explain the Department's procedure when encountering process servers.

**SCOPE:** Applies to all Denver Fire Department personnel

Denver Fire Department personnel will not assume responsibility to deliver or serve subpoenas or any other legal document to other Department members on behalf of other persons, agencies, or legal entities.

Process (subpoena) servers seeking information on the whereabouts of Department members may be referred to the offices of the Division Chief of Administration for assistance. In no case are Denver Fire Department personnel to offer the home address or telephone number of any other member without that member's permission.

*(Also reference Department Directive 1039.00 – Confidentiality of Department Personnel Information.)*

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1041.00</b>
<b>Date:</b>	<b>12-21-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>12-21-2023</b>
<b>Replaces:</b>	<b>Same, dated 10-14-15</b>

**Topic: Changes in Personnel and Payroll Information**

**PURPOSE:** To outline the members' responsibility for changing their personnel and payroll information with the Administration Division and Safety HR.

**SCOPE:** Applies to all Denver Fire Department personnel

Department operations sometimes require that members be contacted at their homes or on their personal cell phone.

All members are responsible for ensuring the Administration Division and Safety HR have current personnel information on file anytime that a change occurs in your personnel information. Personnel information includes, but is not limited to, a member's name, address, phone number(s), emergency contacts, marital status, beneficiary, etc.

All members are required to enter any changes to the information listed above in Workday. Workday changes that can be made under the personal information tab include: Name, Address, Phone Numbers, Emergency Contacts, Email, and Marital Status. Workday changes for beneficiaries can be found under Benefits.

All members are required to send personal information updates to the Administration Division via email to [dfdadmin@denvergov.org](mailto:dfdadmin@denvergov.org).

Any questions should be forwarded to the Administration Division.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1042.00</b>
<b>Date:</b>	<b>05-31-16</b>
<b>Approved:</b>	<i>ECT</i>
<b>Review Date:</b>	<b>05-31-18</b>
<b>Replaces:</b>	<b>Dept. Directives 1030.00 and unrevised 107.04 and 107.08; unrevised DOG 203.02; and OPs SOG 2106.07</b>

**Topic: Infection Prevention and Control**

**PURPOSE:** To establish and define an infection control policy for the Denver Fire Department

**SCOPE:** Applies to all Denver Fire Department Personnel

## **I. OVERVIEW**

Denver Fire Department personnel may occasionally be exposed to a wide variety of communicable diseases during the course of their duties. The majority of responses are emergency medical in nature. In the emergency care setting, the infectious disease status of a patient is unknown by the responding emergency personnel. Universal precautions shall be taken by all personnel during patient contact to prevent exposure to blood, bodily fluids, aerosolized particles, and any other potentially infectious materials. This policy will provide a comprehensive framework for the Denver Fire Department's infection control policy.

## **II. DEFINITIONS**

**Body Fluids:** Fluids the body produces including, but not limited to: blood, semen, sputum, mucus, feces, urine, amniotic fluids, cerebrospinal fluid, synovial fluid, or any other substance that might contain pathogens

**CDC:** The Centers for Disease Control and Prevention; the U.S. agency charged with tracking and investigating public health trends

**Cleaning:** The physical removal of dirt or debris, which is generally accomplished with soap and water

**Communicable Disease:** Communicable diseases are infectious diseases caused by Blood Borne Pathogens (BBP), spread through contact with blood and other potentially infectious materials, Aerosol Transmissible Diseases (ATD) which are spread through respiratory secretions when exhaled or expelled through coughing, sneezing, etc., and other infectious diseases which are spread through body contact, contact with infected body fluids, or through other vectors and means.

**Contagious Disease:** An infectious disease communicable by contact with one who has it, with a bodily discharge of such a person, or with an object touched by such a person



**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1042.00</b>
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**Topic: Infection Prevention and Control**

**Contaminated Sharps:** Any contaminated equipment that can penetrate the skin including, but not limited to: needles, lancets, scalpels, broken glass, jagged metal, or other debris

**Communicable diseases of concern:** This list is not all inclusive but contains the most common communicable diseases. Microorganisms transmitted by airborne and/or droplet transmissions, physical contact with an infected individual, or with contaminated surfaces include:

- Meningococcal Disease
- Chickenpox (Varicella and Shingles)
- Influenza
- HIV
- Mumps, Measles, Rubella (German Measles)
- Pertussis (Whooping cough)
- SARS (Severe Acute Respiratory Syndrome)
- Tuberculosis
- HBV (Hep B&C)
- Bioterrorism (Anthrax, Smallpox)

**Disinfection:** The process used to inactivate virtually all recognized pathogenic microorganisms but not necessarily all microbial forms, such as bacterial endospores

**Exposure:** An exposure incident is a specific eye, mouth, other mucous membrane, non-intact skin, or parenteral contact with blood or other potentially infectious materials (OPIM), as defined in the standard that results from the performance of a worker's duties. Exposure to a patient of a communicable disease of concern as listed by this Directive or the CDC.

**Occupational Exposure:** Reasonably anticipated skin, eye, mucous membrane, or other contact with potentially infectious materials or individuals that may result from the performance of the employee's duties

**Personal Protective Equipment (PPE):** Specialized clothing or equipment worn by an individual for protection against a hazard. Examples might include face masks, disposable respiratory protection, eye protection, and non-latex gloves which will be provided by the Department.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1042.00</b>
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**Topic: Infection Prevention and Control**

**Pathogens:** Microorganisms such as bacteria, a virus, or a fungus that is capable of causing disease.

- A. **Aerosolized Airborne Transmission:** Person-to-person transmission of an infectious agent by an aerosol of small particles able to remain airborne for long periods of time
- B. **Aerosolized Droplet Transmission:** Person-to-person transmission of an infectious agent by large particles able to remain airborne for short periods of time
- C. **Bioterrorism or Biologic Warfare Agents:** Biological agents and toxins that have the potential to pose a severe threat to human health and that can be used for or adapted for bioterrorist attack
- D. **Contact and Body Fluid Exposures:** Person-to-person transmission of an infectious agent through direct or indirect contact with an infected person's blood or other bodily fluids

**Post-Exposure Prophylaxis:** Administration of a medication to prevent development of an infectious disease following known or suspected exposure to that disease.

**Source Individual:** Any individual, living or dead, whose blood, bodily fluids, or other potentially infectious materials have been a source of occupational exposure to a member.

**Universal Precautions:** An approach to infection control in which human blood and certain human body fluids are treated as if known to be infectious for HIV, HBV, and other blood-borne pathogens.

**Vector-borne Transmission:** Indirect transmission of an infectious agent that occurs when a vector bites or touches a person.

### **III. PROTECTION FOR EMS OPERATIONS**

**All patient contact shall be considered as potentially infectious and BSI precautions shall be employed as deemed appropriate.**

- A. To minimize the risk of exposure to Department personnel, the Denver Fire Department has provided its members with the proper personal protective equipment which includes eye protection, non-latex disposable medical gloves, and disposable

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1042.00</b>
<b>Date:</b>	<b>05-31-16</b>
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**Topic: Infection Prevention and Control**

respirators. *Members shall wear the appropriate PPE when in contact with a patient during the course of operations.*

- B. Prior to contact with patients, members shall cover all abraded, lacerated, chapped, irritated, or otherwise damaged skin with adhesive dressings.
- C. Any member who has skin or mucosal contact with body fluids shall thoroughly wash the exposed area immediately using water or saline on mucosal areas and running water on skin surfaces.
- D. Medical gloves shall be removed as soon as possible upon completion of medical care to avoid skin contact with the gloves' exterior surface.
- E. Appropriate respiratory protection shall be used during situations involving potential exposure to airborne pathogens, at any sign of a patient that exhibits any signs of droplet or airborne transmission.
- F. Structural firefighting gloves or approved equivalent shall be worn by members in any situation where sharp or rough surfaces are likely to be encountered, such as patient extrication. Medical gloves shall not be worn under firefighting gloves.
- G. Eye protection shall be used during a situation that could potentially pose a risk of splash or exposure to the eyes.

**At a minimum, all apparatus shall have waterless cleaners, alcohol wipes, or other skin cleaning agents.**

#### **IV. CLEANING, DISINFECTING, AND DISPOSAL**

##### **1. Skin Washing**

Hand hygiene has been cited by the CDC as the single most important practice for reducing the transmission of infectious agents.

- A. Hands shall be washed as follows:
  - 1. After each EMS incident
  - 2. As soon as possible after the removal of EMS gloves
  - 3. After the cleaning and disinfecting of EMS equipment

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

**Topic: Infection Prevention and Control**

<b>Topic No:</b>	<b>1042.00</b>
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4. After the cleaning of PPE
5. After any station cleaning function
6. After using the bathroom
7. Before and after cooking or handling food
8. After rig inventory and/or any other handling of EMS equipment

- B. Hands and contaminated skin shall be washed with non-abrasive soap and water by lathering and vigorously rubbing together the lathered surface for at least ten seconds, followed by thorough rinsing under running water. Dry hands with single-use paper towels or a hand dryer. Avoid the use of cloth towels.
- C. When use of hand washing facilities is not feasible (i.e., while riding in apparatus), antiseptic towelettes or liquid hand cleanser shall be used.
- D. If antiseptic towelettes or liquid hand cleanser are used, hands shall be washed with soap and water as soon as possible.

**2. Disinfectants**

- A. All disinfectants shall be approved and registered as tuberculocidal by the EPA.
- B. Members shall follow manufacturers' instructions.
- C. Disinfectants shall only be used with proper ventilation and while wearing appropriate PPE, including but not limited to: gloves, face protection, aprons, and eye protection.
- D. Disinfecting shall take place only in the designated area. Each station shall designate a disinfecting area, not to be located in the fire station kitchen, living, sleeping, or personal hygiene areas.

**3. Emergency Medical Equipment**

- A. All potentially contaminated EMS equipment shall be decontaminated as soon as practical after the conclusion of on-scene operations. Prior to cleaning and disinfecting, contaminated EMS equipment shall be stored separately from clean EMS equipment.
- B. Damaged EMS equipment shall be decontaminated prior to being sent in for repairs.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

**Topic: Infection Prevention and Control**

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<b>Replaces:</b>	<b>Dept. Directives 1030.00 and unrevised 107.04 and 107.08; unrevised DOG 203.02; and OPs SOG 2106.07</b>

- C. Dirty or contaminated EMS equipment shall not be cleaned or disinfected in the fire station kitchen, living, sleeping, or personal hygiene areas.
- D. PPE shall be used whenever there is a potential for exposure to bodily fluids or infectious materials during the cleaning or disinfecting of EMS equipment.
- E. Disinfectants shall be used in accordance with the manufacturers' instructions.
- F. Contaminated run-off from the cleaning of EMS equipment shall be drained into the sewer system.
- G. Only disinfectants that are chemically compatible with the equipment shall be used.

**4. Clothing and Personal Protective Equipment**

- A. The Department shall clean, launder, and dispose of PPE at no cost to the member.
- B. The Department shall repair or replace PPE as needed at no cost to the member. Department members shall requisition replacement PPE through the appropriate chain of command.
- C. If a garment is penetrated by blood or other infectious material, the garment shall be removed immediately or as soon as feasible.
- D. Clothing that is contaminated with body fluids shall be placed in a leak-proof bag, sealed, and transported for cleaning or disposal.
- E. In the case of contaminated bunking gear, the Department member shall send the PPE to the Warehouse as outlined in Operations SOG 2106.08.
- F. The cleaning of contaminated PPE, including station/work uniforms and structural firefighting clothing, shall not be done at home.
- G. Chlorine bleach or cleaning agents containing chlorine bleach shall not be used to clean structural firefighting protective clothing.
- H. SCBA cleaning and maintenance shall be done in accordance with NFPA 1852.

**5. Disposal of Materials**

- A. All disposable contaminated items should be placed in the appropriate biohazard collection site on the ALS ambulance while on scene.
- B. Any material not disposed of at the scene shall be placed in a leak-proof bag, sealed, and disposed of as medical waste: disposable EMS supplies

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1042.00</b>
<b>Date:</b>	<b>05-31-16</b>
<b>Approved:</b>	<i>ECT</i>
<b>Review Date:</b>	<b>05-31-18</b>
<b>Replaces:</b>	<b>Dept. Directives 1030.00 and unrevised 107.04 and 107.08; unrevised DOG 203.02; and OPs SOG 2106.07</b>

**Topic: Infection Prevention and Control**

and equipment, contaminated disposable PPE, and contaminated medical waste.

- C. Non-contaminated disposable medical equipment, PPE, and medical waste shall be collected in a closable waste container and disposed of. Medical waste containers shall not be located in the fire station kitchen, living, or sleeping areas.
- D. The Department shall not take into possession contaminated sharps or linens.

**6. Housekeeping**

- A. It is the responsibility of members of the Department to ensure the fire station is maintained in a clean and sanitary condition.
- B. A written schedule for cleaning shall be maintained.
- C. After contact with blood or infectious material, equipment and surfaces shall be cleaned and decontaminated as soon as feasible.

**7. Labeling**

- A. Warning labels shall be affixed to containers of regulated waste used to store or transport materials contaminated with blood or infectious agents. The label shall contain the universal symbol for "Biohazard."



- B. The label shall be fluorescent orange or orange-red with lettering or symbols in a contrasting color. The label shall be affixed so that it will not be lost or unintentionally removed.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

**Topic: Infection Prevention and Control**

<b>Topic No:</b>	<b>1042.00</b>
<b>Date:</b>	<b>05-31-16</b>
<b>Approved:</b>	<i>ECT</i>
<b>Review Date:</b>	<b>05-31-18</b>
<b>Replaces:</b>	<b>Dept. Directives 1030.00 and unrevised 107.04 and 107.08; unrevised DOG 203.02; and OPs SOG 2106.07</b>

- C. Red bags or red containers can be substituted for the use of labels. This is the preferred method for the Department.

**V. ADMINISTRATION**

- A. The Infection Control Officer shall be the Operations Captain.
- B. The Infection Control Officer shall be responsible for maintaining a liaison with the medical director, the Center for Occupational Safety and Health Clinic (COSH), Concentra, the infection control representative at health care facilities, and other health care regulatory agencies.
- C. When notified of an infectious exposure, the Infection Control Officer shall ensure the following:
1. Notification, verification, and assistance of members through the exposure process.
- D. The Infection Control Officer shall track pandemic and local disease issues and work with the medical director in dissemination of information.

If an exposure to blood or bodily fluids occurs and is verified by the receiving hospital or the OUCH line, the medical facility must notify the Denver Fire Department Infection Control Officer (Captain in Operations) as soon as possible, but within a period not exceeding 48 hours. The DFD Exposure Officer and COSH will assist the exposed firefighter with obtaining blood samples and directing the firefighter to the best course of action. If possible, the Infection Control Officer will contact the Denver Health Paramedic Supervisor to begin the source testing procedures.

All members need to be aware that even though every effort of assistance will be made, federal law does not authorize or require a medical facility to test any person suspected of being a source of exposure for any infectious disease, nor can this law construed to authorize any emergency response employee to fail to respond, or to deny services, to any victim of any emergency.

**VI. INFECTIOUS EXPOSURES (see also Department Directive 1014.00)**

**1. For an Exposure**

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

**Topic: Infection Prevention and Control**

<b>Topic No:</b>	<b>1042.00</b>
<b>Date:</b>	<b>05-31-16</b>
<b>Approved:</b>	<i>ECT</i>
<b>Review Date:</b>	<b>05-31-18</b>
<b>Replaces:</b>	<b>Dept. Directives 1030.00 and unrevised 107.04 and 107.08; unrevised DOG 203.02; and OPs SOG 2106.07</b>

- A. When there is a suspected exposure to a Denver Fire Department member, members shall attempt to notify the ambulance crew on scene. Officers shall also attempt to get the ambulance number, attending name, and destination hospital.
- B. The OUCH Line (303-436-6824) must be notified with the suspected exposure, the address, and the type of exposure (blood borne or airborne).
- C. If the member is directed to be seen, they can go to the Concentra Clinic or the COSH Clinic during their work hours, or DHMC ER after hours.
- D. In all cases of exposure, a new Incident number must be generated and include the exposed firefighter's information. Please include all facts relating to the nature of the exposure in the new NFIR.
- E. The Supervising Officer must go to Downloadable Forms (HRB) and complete the Supervisor's Report to be submitted to Risk Management and Administration Division with 72 hours. Please see the Supervisor Investigation-guidance attachment for assistance with this document.
- F. The Infection Control Officer (Captain in Operations) or their designee must be notified. Have Dispatch page the Exposure Officer or contact them directly.

**2. Multiple Exposures**

In cases where there are two or more members exposed at the same incident, the reporting process will be categorized into two categories. If the members *do* require treatment, then the same individual procedure applies for exposure reporting. If the members *do not* require treatment, then the Operations Captain will file the exposure reporting.

**With treatment**

- A. The OUCH Line (303-436-6824) must be notified with the suspected exposure, the address, and the type of exposure (blood borne or airborne).



DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic: Infection Prevention and Control

Topic No:	1042.00
Date:	05-31-16
Approved:	<i>ECT</i>
Review Date:	05-31-18
Replaces:	Dept. Directives 1030.00 and unrevised 107.04 and 107.08; unrevised DOG 203.02; and OPs SOG 2106.07

- B. If the member is directed to be seen, they can go to the Concentra Clinic or the COSH Clinic during their work hours, or DHMC ER after hours.
- C. In all cases of exposure, a new Incident number must be generated and include the exposed firefighter's information. Please include all facts relating to the nature of the exposure in the new NFIR.
- D. The Supervising Officer must go to Downloadable Forms (HRB) and complete the Supervisor's Report to be submitted to Risk Management and Administration Division within 72 hours.
- E. The Infection Control Officer (Captain in Operations) or their designee must be notified. Have Dispatch page the Exposure Officer or contact them directly.

**Without treatment**

- A. The Infection Control Officer (Captain in Operations) or their designee must be notified. Have Dispatch page the Exposure Officer or contact them directly.
- B. The Infection Control Officer will file the appropriate exposure documentation to Risk Management.

**Other Exposures (Chemical, Bio-Hazard, Nuclear, Particulate, etc.)**

- A. Call the OUCH Line (303-436-6824) immediately.
- B. Report the exposure to the Company Officer, and page the Infection Control Officer (Captain in Operations) through Dispatch.
- C. The Supervising Officer must go to Downloadable Forms (HRB) and complete the Supervisor's Report to be submitted to Risk Management and Administration Division within 72 hours.

**Note:** All members with LOD injuries MUST report by calling the OUCH Line. Then report to Concentra or COSH, when told to do so by the OUCH Line nurse, even if they have already

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

**Topic: Infection Prevention and Control**

<b>Topic No:</b>	<b>1042.00</b>
<b>Date:</b>	<b>05-31-16</b>
<b>Approved:</b>	<i>ECT</i>
<b>Review Date:</b>	<b>05-31-18</b>
<b>Replaces:</b>	<b>Dept. Directives 1030.00 and unrevised 107.04 and 107.08; unrevised DOG 203.02; and OPs SOG 2106.07</b>

**been treated in the Emergency Department. Failure to comply may result in a denial of a Worker’s Compensation claim and may subject the member to disciplinary action.**

**VII. TRAINING**

The Denver Health Paramedic Division EMS/CME Instructors will provide ongoing training topics with regard to infection control and communicable diseases to the Department membership, overseen by the DFD Infection Control Officer.

**VIII. IMMUNIZATIONS AND INFECTIOUS DISEASE SCREENING**

- A. All new recruits will be evaluated and vaccinated as necessary with regard to Hepatitis B prior to completion of Academy, according to CDC guidelines.
- B. The Department will provide yearly TB testing to all members. Members that opt out of the test shall submit a “Waiver of TB Testing” form to the Operations Captain.
- C. It is highly recommended that members keep up with their annual flu vaccination and maintain up-to-date vaccinations for preventable diseases as recommended by the CDC.

**REFERENCE:** <http://www.cdc.gov/>

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1043.00</b>
<b>Date:</b>	<b>06-17-16</b>
<b>Approved:</b>	<b><i>TAB</i></b>
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**Topic: Social Media**

**PURPOSE:** To establish and define a social media policy for the Denver Fire Department

**SCOPE:** Applies to all Denver Fire Department Personnel

## **I. OVERVIEW**

The Denver Fire Department recognizes the significance and value of social media as a digital communication platform. This Directive establishes the Department's position on the utilization of social media, including the management, administration, and oversight. This Directive is intended to address social media in general, not a particular form of social media.

Additionally, this Directive is intended to address concerns associated with an employee's personal use of social media and to provide guidelines for the regulation and balancing of employee speech and expression with the legitimate needs of the Department. The Department recognizes the role social media can play in the personal lives of its employees and the effect it can have on their official capacity. Nothing in this Directive is intended to prohibit or infringe upon the employee's speech or expression that has been clearly established as protected or privileged.

## **II. DEFINITIONS**

**Blog:** A self-published diary or commentary on a particular topic that may allow visitors to post responses, reactions, or comments. The term is short for "web log."

**Page:** The specific portion of a social media website where content is displayed, and managed by an individual or individuals with administrator rights

**Post:** Content an individual shares on a social media site or the act of publishing content on a site

**Social Media:** A category of internet-based platforms that integrate user-generated content and user participation. This includes, but is not limited to: social networking sites (Facebook, MySpace, Snapchat), micro blogging sites (Twitter, Nixle), photo and video sharing sites (Flickr, YouTube), wikis (Wikipedia), blogs, and news sites (Digg, Reddit).

**Social Media Coordinator:** Assigned as the Outreach Program Manager, the Social Media Coordinator is responsible for providing general oversight and maintaining the

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1043.00</b>
<b>Date:</b>	<b>06-17-16</b>
<b>Approved:</b>	<b><i>TAB</i></b>
<b>Review Date:</b>	<b>06-17-18</b>
<b>Replaces:</b>	<b>Same, dated 06-16-16</b>

**Topic: Social Media**

integrity (in terms of content and authorized users) for each official Department social media account.

**Speech and Expression:** The communication of thoughts or opinions in spoken words, in writing, by expressive conduct, symbolism, photographs, videotape, or related forms of communication

### **III. POLICY**

The Denver Fire Department endorses the secure use of social media to enhance community engagement and as a catalyst for quickly disseminating information. Social media assists the Department in meeting community outreach objectives. Additionally, social media is a valuable tool when seeking evidence or information.

### **IV. OFFICIAL USE**

#### **A. Authorization**

1. All official Department social media sites, pages, or accounts must be approved by the Chief of the Department or his/her designee, prior to the utilization of such.
2. The Social Media Coordinator will maintain a list of all approved Department social media accounts. This list will identify each account, including a list of all authorized users and their level of administrative rights for that account.
3. The Social Media Coordinator will limit access to each social media account based on assignment and needs of the Department in order to maintain the integrity of the account. Unauthorized access to a Department social media account is prohibited.

#### **B. Account Standards**

1. Where possible, each social media page will include an introductory statement that clearly specifies the purpose and scope of the Department's presence on the website, which is to be aligned with the current mission, vision, and values of the Department.
2. Each account will clearly indicate that it is maintained by the Department and will have the appropriate contact information prominently displayed.
3. Where possible, the page should link to the Department's official website.
4. Where possible, social media pages should state that the opinions expressed by visitors to the page(s) do not reflect the opinions of this Department. Each account will clearly indicate that posted comments will be monitored and that this Department reserves the right to remove any content as identified below:
  - Advertisements of any kind

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1043.00</b>
<b>Date:</b>	<b>06-17-16</b>
<b>Approved:</b>	<b><i>TAB</i></b>
<b>Review Date:</b>	<b>06-17-18</b>
<b>Replaces:</b>	<b>Same, dated 06-16-16</b>

**Topic: Social Media**

- Profane language or content
  - Content that promotes, fosters, or perpetuates discrimination on the basis of race, creed, color, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability, sexual orientation, or transgender status, or any other status/class protected by federal, state, or local law or ordinance.
  - Explicit or implied sexual content
  - Conduct implying, promoting, or encouraging illegal activity
  - Information that might compromise the safety or security of the public
  - Any other posting that, by its nature or content, might harm the public's welfare
  - Comments/posts that are repetitive
  - Comments on posts/photos that do not pertain to the page post
  - Unproductive and/or repetitive attacks on the Department or its personnel
5. Social media content will adhere to all applicable laws, regulations, and policies, including all information technology and record management policies.
- Content is subject to public records laws. Content must be managed, stored, and retrievable in order to comply with open records laws, applicable records retention schedules, and e-discovery laws and policies.

**C. Authorized Users**

1. Department personnel authorized to represent the Department via social media will conduct themselves at all times as representatives of the Department, and accordingly will adhere to all City and Department policies and regulations regarding conduct.
2. Authorized users will observe and abide by all copyright, trademark, and service mark restrictions when posting these items to social media accounts.

**V. DEPARTMENT EMPLOYEE PERSONAL USE**

Public employees occupy a trusted position in the community, and thus their statements have the potential to contravene the policies and performance of this Department. Due to the nature of the work and influence associated with the fire service profession, it is necessary that employees of this Department be subject to certain reasonable limitations on their speech and expression. To achieve its mission and efficiently provide service to the public, the Denver Fire Department will carefully balance the individual employee's rights against the Departments needs and interests when exercising a reasonable degree of control over its employees' speech and expression.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1043.00</b>
<b>Date:</b>	<b>06-17-16</b>
<b>Approved:</b>	<b><i>TAB</i></b>
<b>Review Date:</b>	<b>06-17-18</b>
<b>Replaces:</b>	<b>Same, dated 06-16-16</b>

**Topic: Social Media**

Department personnel should always be aware that privacy settings and social media sites are constantly in flux, and that they should never assume that personal information posted on such sites is protected. Department personnel should always carefully consider the implications of their speech and any other form of expression when using social media. Finally, Department personnel forfeit any expectation of privacy with regard to anything published or maintained through file-sharing software or any internet site open to public view.

A. Precautions and Prohibitions

1. Department personnel are free to express themselves as private citizens on social media sites to the degree that their speech and expression does not impair working relationships of this Department for which loyalty and confidentiality are important, impede the performance of duties, impair harmony among coworkers, adversely impact the disciplinary process, or negatively affect the public perception of the Department, or any other City agency.
2. As public employees, Department personnel are cautioned that speech, on or off duty, made pursuant to their official duties – that is, that owes its existence to the employee’s professional duties and responsibilities – is not protected speech under the First Amendment and may form the basis for discipline, if deemed detrimental to the Department. Department personnel should assume that their speech and expression, and related activity on social media sites, may reflect upon their official capacity and this Department.
3. Non-department issued recording devices are not authorized for use. Furthermore, any photos, videos, or other electronic gathering of data obtained in the course and scope of employment are not authorized for personal use and are considered property of the City and County of Denver and the Denver Fire Department. All such information captured must be submitted to the Public Information Officer through the appropriate chain of command. Only authorized Denver Fire Department employees may post or otherwise convey such information as deemed necessary for the benefit of the Department. Department personnel will not post, transmit, or otherwise disseminate any information to which they have access to as a result of their employment, or publish materials that could reasonably be considered to represent the views or the positions of this Department without written permission from the Chief of the Department. This includes but is not limited to, information related to or photographs of any fire incident, medical call, or incident occurring within the fire house.
4. When using social media, Department personnel should be mindful that their speech and expression becomes part of the worldwide electronic domain. Department personnel should expect that any information created, transmitted, downloaded, exchanged, or discussed in a public online forum may be accessed

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1043.00</b>
<b>Date:</b>	<b>06-17-16</b>
<b>Approved:</b>	<b><i>TAB</i></b>
<b>Review Date:</b>	<b>06-17-18</b>
<b>Replaces:</b>	<b>Same, dated 06-16-16</b>

**Topic: Social Media**

by the general public, including the Department, at any time, without prior notice. Therefore, adherence to any applicable City or Department policy regarding code of conduct is required when engaging in the personal use of social media. In particular Department personnel are prohibited from the following:

- Speech and expression containing obscene or sexually explicit language, images, or acts and statements or other forms of speech that ridicule, malign, disparage, or otherwise express bias against any race, any religion, or any protected class of individuals
  - Speech and expression involving themselves or other Department personnel reflecting behavior that would reasonably be considered reckless or irresponsible
  - Speech or expression of any form that could reasonably be foreseen as creating a negative impact on the safety of Department personnel
  - Posting information pertaining to any other employee of the Department without their permission
5. Engaging in prohibited speech and expression may also provide grounds for undermining or impeaching a Department member's testimony in criminal proceedings. For example, posting statements or expressions to a website that glorifies or endorses dishonesty, unlawful discrimination, or illegal behavior.
6. Cautionary Note: For safety and security reasons, Department personnel are advised to use caution when disclosing their employment with this Department. As such, Department personnel should use caution when:
- Displaying Department logos, uniforms, or similar identifying items on personal web pages
  - Posting personal photographs or providing similar means of personal recognition that may cause them to be identified as a member of this Department

**D. Reporting Violations**

Any employee becoming aware of or having knowledge of a post or of any website or page in violation of this Directive will immediately notify their supervisor. The supervisor will take appropriate action as outlined in the Department's current Directives, Standard Operating Guidelines, and/or Career Service Rules.

**REFERENCE:** Denver Police Department Operations Manual, Social Media Policy 110.06

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1043.01</b>
<b>Date:</b>	<b>10-05-17</b>
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<b>Review Date:</b>	<b>10-05-19</b>
<b>Replaces:</b>	Old Dept. Directive 115.17 dated 12-08-99

**Topic: Photo Requests and Media Interaction**

**PURPOSE:** To outline the procedures for all media and photo requests.

**SCOPE:** Applies to all DFD members

Should Denver Fire Department members be contacted by any media representative for information, or should the media request an interview regarding Denver Fire Department related activities, that DFD member shall obtain contact information from the requesting media representative(s) and then provide that contact information, through the chain of command, to the Denver Fire Department Public Information Officer (P.I.O.) or his/her designee. No interview should be provided, or any information released to the media, until the P.I.O. office is advised and any requested information has been vetted and approved for release.



**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1044.00</b>
<b>Date:</b>	<b>11-17-2021</b>
<b>Approved:</b>	<i>JAV</i>
<b>Review Date:</b>	<b>11-17-2023</b>
<b>Replaces:</b>	<b>Same, dated 06-13-16</b>

**Topic:    Personal Activities While On-Duty**

**SCOPE:**       Applies to all Denver Fire Department Personnel

Personal Activities shall not interfere with Fire Department operations, bring discredit, or conflict with the overall mission, vision or values of the Department or the City and County of Denver.

All such activities shall be authorized and regulated by Company Officers, Shift Commanders, District Chiefs, and/or Division Chiefs.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1045.00</b>
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<b>Replaces:</b>	<b>Old Dept. Dir. 104.01 (12-15-06)</b>

**Topic:     Collective Bargaining Contract**

**SCOPE:**     Applies to all Denver Fire Department Personnel

All employees of the Denver Fire Department shall read, and be familiar with, the current contract between the City and County of Denver and Denver Firefighters Local 858.

**REFERENCE:**

Current Fire Fighters Agreement

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1046.00</b>
<b>Date:</b>	<b>06-30-2022</b>
<b>Approved:</b>	<b><i>KV</i></b>
<b>Review Date:</b>	<b>06-30-2025</b>
<b>Replaces:</b>	<b>Same, dated 06-13-16</b>

**Topic: Administrative Grievance Procedures**

**SCOPE:** Applies to all Denver Fire Department Personnel

**OVERVIEW**

Only an aggrieved member may initiate an Administrative Grievance.

The aggrieved employee must enter the grievance and all supporting information in writing, and present the written, signed, and dated grievance to their immediate supervisor within ten (10) calendar days after the member knew, or should have known, the facts which gave rise to the Administrative Grievance.

An Administrative Grievance shall be addressed through the employee's chain of command UNLESS the grievance involves sexual harassment, Equal Employment Opportunity issues, workplace violence, hostile work environment, or issues involving illegal acts. In such situations, the grievance shall be immediately brought to the attention of the Division Chief of Administration and/or the Deputy Chief of the Department.

**RESOLUTION OF GRIEVANCES**

It is desirable that Administrative Grievances be resolved at the lowest level-possible. In cases in which the grounds for the grievance exceeds the scope of the supervisory level, the officer will forward the grievance, in writing, to the next level supervisor within the chain of command.

1. Any officer of the Department who receives a properly submitted grievance from a subordinate should reply in writing within ten (10) calendar days after receiving the grievance.
2. If an employee receives an unsatisfactory reply from the immediate supervisor, they may forward the grievance to the next level in the chain of command. An Administrative Grievance may be carried as far as the office of the Executive Director of Safety, provided that each succeeding level of command has had the opportunity to resolve the grievance. If a grievance is not answered in writing within ten (10) calendar days, at any level, it is to be considered 'denied' and the employee may move to the next level.
3. An Administrative Grievance shall not be directed to any office outside of the Department of Safety without written permission of the Department Chief and the Executive Director of Safety.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1046.00</b>
<b>Date:</b>	<b>06-30-2022</b>
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<b>Replaces:</b>	<b>Same, dated 06-13-16</b>

**Topic: Administrative Grievance Procedures**

4. No part of the procedure listed above is to be used for Contract Grievances (issues directly related to the *Fire Fighters Agreement* between Local 858 and the City and County of Denver). The procedure for filing a Contract Grievance is found in Article XV of the Agreement.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1047.00</b>
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<b>Approved:</b>	<i>JAV</i>
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<b>Replaces:</b>	<b>Same, dated 06-13-16</b>

**Topic:**    **Nepotism**

**SCOPE:**    Applies to all Denver Fire Department Personnel

As stated in the 2018 City of Denver Ethics Handbook, supervision of an immediate family member is a clear conflict of interest. No Fire Department employee shall be in a direct line of supervision over a member of his or her immediate family. If you come into a direct line of supervision ( if you are the supervisor or the supervisor's supervisor) of your immediate family member, you have six months to come into compliance or obtain a waiver from the Board of Ethics.

When a member's status changes, placing them in conflict of this Directive, they shall immediately notify their supervisor and provide changes to the Administration Division in writing.

**DENVER FIRE DEPARTMENT**

**DEPARTMENT DIRECTIVE**

**Topic: Use of Social Security Numbers by the Department**

<b>Topic No:</b>	<b>1048.00</b>
<b>Date:</b>	<b>06-13-16</b>
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<b>Review Date:</b>	<b>06-13-18</b>
<b>Replaces:</b>	<b>Old Dept. Dir. 104.12 (11-16-04)</b>

**SCOPE:** Applies to all Denver Fire Department Personnel

Each member's Social Security number is kept by the Denver Fire Department as his/her individual unique identifier for the purpose of accurately processing and maintaining payroll, training, certification, and employment records as required by state, federal, and other agencies.

Department use of this unique identifier is limited to those activities deemed essential to individual records management, and includes employment reporting, personnel record management, and certification (EMT, Firefighter, DFD driver licensing, etc.).

Additionally, the Social Security number is used as a "guaranteed ID" between agencies, such as the IRS, branches of the U.S. military, the State of Colorado, the Colorado Department of Health, the Colorado Department of Motor Vehicles, the Colorado Bureau of Investigation, etc.

The continued use of the Social Security number as the individual unique identifier for the management of member records by the Denver Fire Department will be done with due regard to the privacy of all members and in accordance with existing statutes regarding its use.

The Denver Fire Department does not give or share Social Security numbers with any outside entity except as noted above.

Documents that contain this and other protected or sensitive information and that are no longer needed should be shredded.

It is the responsibility of each officer to safeguard all records entrusted to their care.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1049.00</b>
<b>Date:</b>	<b>08-23-2022</b>
<b>Approved:</b>	<i>KV</i>
<b>Review Date:</b>	<b>08-23-2025</b>
<b>Replaces:</b>	<b>Same, dated 06-13-16</b>

**Topic: Separation Under Disqualification**

**SCOPE:** Applies to all Uniformed Members

A Denver firefighter, under the Civil Service, shall be separated without fault if a physical, legal, mental, or emotional impairment or incapacity, occurring or discovered after appointment, prevents satisfactory performance of the essential functions of the position.

Prior to disqualification, because of physical or mental impairment or incapacity, if it is determined through the interactive process that a firefighter is disabled within the meaning of the Americans with Disabilities Act of 1990 (ADA), the Department will have attempted to make a reasonable accommodation pursuant to the Department Directive 1061.00 on reasonable accommodations.

## **I. GROUNDS FOR DISQUALIFICATION**

A firefighter shall be deemed to be disqualified if any of the following conditions occur:

- A. Pre-Employment Physical Examination: When an applicant is appointed before the final report of a pre-employment health examination is received, and the final report shows that the employee is not physically qualified to perform the essential duties of the position.
- B. Post-Appointment Incapacity: When a firefighter becomes unable to perform the essential duties of the position because of mental or physical incapacity.
- C. Necessary Special Requirement: When a job specification lists necessary special requirements, and the firefighter fails to meet those requirements.
- D. Legal Requirements: When the law requires a license or other authorization to perform the essential duties of a position, and the firefighter does not have the required authorization.

## **II. PROCEDURE**

- A. Prior to medically disqualifying a firefighter, the Department shall have offered the firefighter applicable leave entitlement and shall, if such impairment is due to a qualifying disability as defined in the Americans with Disability Act, have attempted to make reasonable accommodations. Such reasonable accommodations may include, if appropriate, reassignment to a vacant civilian position within the meaning of the ADA.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1049.00</b>
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**Topic: Separation Under Disqualification**

B. When disqualification is contemplated, the following procedures shall be followed:

1. The firefighter shall be given written notification that disqualification is being considered. The notification shall include the reason for the disqualification considered, including the facts which are believed to justify the disqualification, and notice of a meeting at which the firefighter will be given the opportunity to present information related to the contemplated action. The firefighter shall also be notified that they may have a representative present.
2. The pre-disqualification meeting shall be presided over by the Chief of the Department or their designee. Service of the written notification shall be reviewed and the firefighter, or their representative, shall be given the opportunity to respond to the specifications of the contemplation letter and, if appropriate, present ideas for possible accommodation.
3. The Chief shall issue a written recommendation concerning the disqualification. Any recommendation to disqualify the firefighter shall be sent, along with other relevant information, to the Executive Director of Safety for final approval.
4. The Executive Director of Safety shall make a determination on the disqualification.
5. A separation based on disqualification may be appealed in accordance with Rule XII of the Civil Service Commission Rules. However, the appeal shall not prevent the separation from becoming effective.

### **III. RE-EMPLOYMENT**

A firefighter who has been separated as a result of medical disqualification shall be entitled to the same re-employment rights as a firefighter who has separated under honorable circumstances, pursuant to Department rules and the City Charter, provided that the former firefighter demonstrates to the Chief of the Department, the Executive Director of Safety, and a majority of the Civil Service Commissioners that the former firefighter can perform the essential functions of the position.



**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

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**Topic: Separation Under Disqualification**

**IV. CONFIDENTIALITY OF INFORMATION**

Whenever information pertaining to a disability is gathered as part of a medical examination or to attempt an accommodation, such information shall not be disclosed except to medical personnel, the administration of the Department, and to supervisory or administrative personnel necessary to the implementation of this rule.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1050.00</b>
<b>Date:</b>	<b>06-30-2022</b>
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<b>Replaces:</b>	<b>Same, dated 06-13-16</b>

**Topic: Probationary Resignation Notification**

**SCOPE:** Applies to all Uniformed Members

Prior to separation, resigning probationary members are requested to submit, in writing, reasons for selecting to resign from the Department. The Division Chiefs of Training and Administration will coordinate an exit interview. The letter may be presented to the Administration Division at the time of a formal exit interview.

The Chief of the Department shall inform the Executive Director of Safety of all separations before they take place and will provide the Executive Director with a written copy of reasons for resignation, along with exit interview documentation. The Executive Director of Safety may elect to interview resigning members prior to separation.

The Administration Division Chief will inform Safety HR upon notification of the resignation.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1051.00</b>
<b>Date:</b>	<b>11-10-2021</b>
<b>Approved:</b>	<i>JAV</i>
<b>Review Date:</b>	<b>11-10-2023</b>
<b>Replaces:</b>	<b>Same, dated 06-13-16</b>

**Topic: Eye Safety Program**

**SCOPE:** Applies to all Uniformed Members

Safety glasses, available from the City at no cost and issued to individual firefighters, shall be worn in the following situations:

1. At all emergency and training locations when a mask face piece or goggles are not being worn.
2. Any situation in and around the fire station where there exists a potential eye injury (i.e., grinding, tool repairing, using solvents, etc.)
3. All activities involving power tools.

When a firefighter receives his/her safety glasses, they shall be worn in all the above circumstances. If the safety glasses are not worn and a firefighter's eye or eyes are injured, said firefighter may be liable for that injury and will possibly be denied any state and compensation claim.

Topic: DFD Critical Incident Stress Management Policy (CISM Team)

Topic No:	1052.00
Date:	11-21-2022
Approved:	KV
Review Date:	11-21-2025
Replaces:	N/A

**PURPOSE:** The objective of this policy is to assure that appropriate interventions are instituted immediately following critical incidents in order to minimize stress-related injury to Fire Department personnel. This policy is also in place to provide the members of the Denver Fire Department and their families with support and resources on both a personal and professional level in accordance with the DFD Wellness Program and the National Fallen Firefighters Initiative #13.

**SCOPE:** Applies to all members of the Denver Fire Department. Department members and their spouses have access to the Department Psychologist for individual consultations or counseling. Members of the Peer Support Team are available at any time for individual consultations for Department members. Any time a defusing or debriefing is utilized, it is important that only the members that were *involved in the incident* are present and participate.

**I. BACKGROUND**

- A. **Critical Incidents:** Those incidents with an unusually strong emotional impact that may leave many emergency services personnel with stress-related symptoms including:
  - 1. **Physical Reactions:** Fatigue, insomnia, nightmares, hyperactivity, exaggerated startle reactions, lethargy, psychosomatic problems (e.g., headaches or digestive problems)
  - 2. **Cognitive Reactions:** Concentration and problem-solving difficulties, “flashbacks” (a dissociative state during which aspects of the traumatic event are re-experienced as though they are occurring at that moment), indecisiveness, memory disturbances, preoccupation with the incident.
  - 3. **Emotional Reactions:** Anxiety and fear, depression, emotional numbing, guilt, over-sensitivity, irritability, feelings of helplessness.
  - 4. **Behavioral Reactions:** Isolation, detachment, poor coping, interpersonal conflict, alcohol abuse.
- B. Usually these symptoms are transient (lasting a few days or weeks) and interfere minimally with the individual’s performance; however, the symptoms may persist for longer periods and may have a more disruptive impact.
- C. Studies have determined that appropriate critical incident stress management (CISM) interventions can reduce the likelihood that symptoms experienced in reaction to critical incidents will persist and have a significantly disruptive impact.
  - 1. Statistics have shown one in six firefighters will experience symptoms persistent and severe enough to significantly disrupt their functioning at some point in their career.

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic: DFD Critical Incident Stress Management Policy (CISM Team)

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2. 99 to 100% of firefighters are likely to experience Post Traumatic Stress (PTS) symptoms at some point in their career, including trouble sleeping and distressing memories of difficult incidents

## II. THE CRITICAL INCIDENT STRESS MANAGEMENT (CISM) TEAM

A. The DFD’s CISM Team is composed of the Department Psychologist and the members of the Peer Support Team.

1. All CISM members have undergone a minimum of 20 hours of basic CISM training (Peer Support Academy) and,
2. The Peer Support Team meets/trains **once a month.**

## III. TYPES OF CISM INTERVENTIONS – CALL OUT (ACTIVATION) OF THE CISM TEAM

A. When to utilize the CISM Team:

1. At any point in time, any member of the department may visit the Peer Support portion of the DFD intranet and contact any member of the team for any personal or job-related reason (these contacts will remain confidential unless they involve the circumstances listed in Directive 1071).
2. The CISM Team may be requested by a Company Officer, Assistant Chief, Incident Commander, or Safety Officer for a Defusing/Debriefing when deemed necessary by those individuals by contacting Dispatch or a member of the Peer Support Team. This is highly recommended when there is any event where Company Officers or District Chiefs become concerned about the emotional/psychological reactions of firefighters.
3. In the event of one of the following circumstances, dispatch **shall** be notified to initiate the CISM process:
  - a. A death or severe injury to a firefighter (on duty or off)
  - b. A death or severe injury to a child
  - c. A scene where there are multiple deaths or mutilations
  - d. Lengthy exposure to scenes with multiple victims, or where firefighters are exposed to serious threats to their own lives or safety
4. Dispatch will have a call list for on-call members of Peer Support in the event of an activation of the CISM Team

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

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Topic No:	1052.00
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Review Date:	11-21-2025
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B. On Scene Support

1. Members of the CISM Team will report to major critical incident scenes when requested by the Incident Commander or Safety Officer by contacting DFD Dispatch.
2. The Team should be stationed at the rehab area to provide support for firefighters on rest breaks and help monitor crews on scene for signs of stress reactions.
3. This will also be the time when the CISM Team will provide/arrange support services for individuals and crews and begin planning for defusing and debriefings.
4. In the event of a large-scale incident where many members may require on-scene support, defusing, or debriefings, the Mayflower Crisis Intervention Support Team may be called in for assistance and to help coordinate with the DFD CISM Team.

C. Individual Consultations

1. These are the most used CISM interventions, and any member of the Department may request one with a Peer Support member or the Department Psychologist after exposure to a critical incident or regarding a personal matter.
2. If an individual is affected by a critical incident, the member has two options:
  - a. Contact their officer and request a defusing and/or debriefing
  - b. Contact a member of the CISM Team for assistance
3. A roster of the CISM Team is on the intranet under the Wellness tab.

D. Defusing – Occurs the same day as the incident and is utilized more often than debriefings

1. The Company Officer should notify Dispatch that a defusing is needed for a particular incident and remain out of service until the defusing has concluded.
2. The defusing will be conducted by two members of the Peer Support Team; this is not a critique of the incident, but a small group discussion that should last no longer than one hour.
3. The defusing should take place in a secluded room with only those involved who were at the scene.
4. Information discussed in the defusing is **confidential and may not** be shared with non-participants.

E. Debriefings – Occur one to five days following the incident

1. The Company Officer should notify Dispatch that a debriefing is needed for a particular incident and remain out of service until the debriefing has concluded.
  - a. A debriefing may occur without a defusing, but the Peer Support Team may strongly recommend a debriefing to take place if a defusing has taken place.
2. A debriefing is a more formal, structured discussion that will be conducted by two members of the Peer Support Team (the same two if a defusing has taken

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

**Topic: DFD Critical Incident Stress Management Policy (CISM Team)**

<b>Topic No:</b>	<b>1052.00</b>
<b>Date:</b>	<b>11-21-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>11-21-2025</b>
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place); and this is also conducted with the understanding that it is not a critique of the incident.

- a. This formal discussion should be expected to last one-to three hours.
- 3. The debriefing should take place in a secluded room with only those involved who were at the scene but may also include Dispatchers and support personnel who were actively involved.
- 4. Any information discussed during a debriefing is **confidential and may not be shared with non-participants.**

**IV. OVERVIEW**

**A. Peer Support Roles/Expectations**

- 1. Peer Support members will maintain a confidential and safe environment for formal and informal discussions.
- 2. Act as facilitators to promote discussion and provide the necessary resources available for the members' specific needs.
- 3. **Peer support team members who were involved in the critical incident may not be part of the defusing or debriefing team.**

**B. Members' Roles/Expectations**

- 1. There is no rank structure in a defusing and/or debriefing; therefore, they should be looked at as a constructive discussion to assist all members involved in a critical incident.
- 2. Although it is not mandatory to participate in any type of CISM intervention, it is highly recommended for every member involved in the incident to participate to maintain crew integrity and offer a specific, personal insight which may assist other members involved in the discussion and help them cope with the critical incident on a different level.
- 3. Any individual who is present for a defusing/debriefing that was not actively involved in the incident will be politely asked to leave by the CISM Team.

DENVER FIRE DEPARTMENT  
DEPARTMENT DIRECTIVE

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Date:	11-22-22
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Topic: Mentor Program

**PURPOSE:** The objective is to provide mentorship and a support system for Denver Fire Department recruit firefighters. The program shall support each recruit or probationary for approximately 15 (fifteen) months. Each recruit firefighter will be paired with a volunteer mentor two weeks after the start of the Denver Fire Academy and continue throughout probation, plus an additional 2 (two) months following the completion of the probationary exam. The Mentor Program will provide new members with constructive, *confidential* guidance and access to mental, emotional, and any necessary training support to assist them in becoming successful members of the Denver Fire Department.

**SCOPE:** Applies to all new recruit or probationary members of the Denver Fire Department

**I. MENTORSHIP ROLES/EXPECTATIONS**

- A. Confidentiality is imperative between mentors and recruit/probationary members.
- B. Pair one active volunteer member to each recruit/probationary.
- C. Volunteers may be assigned more than one recruit/probationary; however, they will not be assigned more than two.
- D. Exchange contact information between mentor and recruit/probationary.
- E. Each mentor shall contact the recruit or probationary at least once monthly for a period of up to 15 (fifteen) months, or until recruit/probationary and the mentor agree that mentorship is no longer necessary.
- F. One in-person meeting is highly suggested within the first 60 days; initial communication efforts should take consideration for availability with fire academy demands.
- G. Mentor agrees to provide support in the following areas:
  1. Mental
  2. Emotional
  3. Training or learning by facilitating training opportunities as needed
  4. Assisting with arrangement of training or extra help as needed or requested
  5. Constructive, *confidential* guidance
- H. Maintain and submit proper documentation to Program Coordinators utilizing the Mentor Program Google Forms:
  1. Confidentiality Agreement
  2. New Mentor Application
  3. Current Mentor Interest Form
- I. Attend the "Train the Mentor" class.
- J. F.I.R.E volunteer members shall receive hour-for-hour volunteer hours to be credited to their annual volunteer hours. It is the responsibility of the



DENVER FIRE DEPARTMENT  
DEPARTMENT DIRECTIVE

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Topic: Mentor Program

F.I.R.E volunteer mentor to accurately log and report all volunteer hours according to current F.I.R.E logging requirements. The log sheet shall be submitted to the FIRE Community Service Director.

II. **ELIGIBILITY FOR MENTORSHIP PROGRAM**

- A. Any recruit who has received their acceptance letter **or** is a Denver Fire Department member with less than 15 (fifteen) months on the Denver Fire Department.
- B. The selection of Mentors will be based upon:
  - 1. Application
  - 2. Background Check
  - 3. Committee Review
    - i. Discipline as defined by the Corrective Action Procedures 1056.00 and or the Discipline Matrix 1057.00 within the **past five years** may be a grounds for disqualification from selection.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1054.00</b>
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<b>Replaces:</b>	<b>Same, dated 09-27-16 (no change in content)</b>

**Topic: Re-Kindle**

**I. PURPOSE:**

To ensure that members returning to active suppression duty from an absence can safely perform minimum requisite skills.

**II. SCOPE:**

Applies to all members who have previously separated from the Department for any length of time; or members who have been on leave from the Operations/Airport Division for any reason (time-trades and/or combination of time-trades, vacation, sick leave usage, modified duty, medical leave, military leave, etc.) in excess of 180 calendar days.

Members who have been on leave from the Operations/Airport Division in excess of 180 days, for any reason, will be required to successfully complete the Performance Evaluation test as determined by the Division Chief of Safety and Training and/or his or her designee.

**III. DEFINITIONS**

**Re-Kindle:** Department Directive for returning to active suppression duty.

**Active Suppression Duty:** Assignment to an emergency response vehicle.

**Performance Evaluation (P.E.):** The Performance Evaluation (PE) is a measure of an individual's ability to physically perform essential functions required in the occupation of firefighting. The Evaluation consists of a series of ten (10) events performed in sequence to emulate events that would be encountered on the fire ground. Time allotted for completion is ten minutes and forty-seven seconds.

**Job Performance Skills Test:** JPRs are taken from Colorado Metropolitan Certification Board (CMCB) and are specific to NFPA 1001 Professional Qualifications for Fire Fighters. Eight (8) specific JPRs will be performed in series and completed with consistent forward motion. All CMCB job sheets can be referenced in the CMCB website under the heading "Job Sheets" <http://www.cmcg.net/>

**IV. RESPONSIBILITIES**

**A. Member Responsibilities:**

1. When returning from separation, the member shall follow all Civil Service rules and scheduling.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1054.00</b>
<b>Date:</b>	<b>02-17-17, eff 01-31-17</b>
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<b>Review Date:</b>	<b>02-17-19</b>
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**Topic: Re-Kindle**

2. When released to full duty by attending physician at Occupational Health, hand-deliver documentation to Administration.
3. Designates his or her preference of either the Performance Evaluation (PE) or the Job Performance Skills Test (JPR) test. The designation is at the discretion of the member taking the Re-Kindle.

**B. Administration Division Responsibilities:**

1. Review all applicable documentation.
2. Have firefighter review all new memoranda and Department policies.
3. Set up a schedule with the Training Division to complete skills reviews.

**C. Training Division Responsibilities:**

1. Review SCBA and PPE with the firefighter.
2. Review any new equipment or procedures.
3. Conduct a walkthrough of either the PE and/or the JPR test.
4. Conduct a **Performance Evaluation (P.E.)** which consists of a series of ten (10) events performed in sequence to emulate events that would be encountered on the fire ground; or conduct **Job Performance Skill (JPR)** test with eight (8) specific job sheets.

**Performance Evaluation**

**Event 1: Timed Protective Equipment Donning**

This event allows the firefighter to safely don his/her complete set of personal protective equipment in a timely manner. Firefighter is given two (2) minutes to don full personal protective equipment (boots, pants, coat, hood, helmet, gloves, SCBA, and face piece) and demonstrate the ability to properly 'go on air.'

**NOTE: THE FIREFIGHTER EVALUATION TIME WILL BEGIN WHEN THE FIREFIGHTER TOUCHES THE LADDER.**

**Event 2: Ladder Lift, Carry, Raise and Extension**

This event simulates the firefighter's ability to place a ladder in service.

**Event 3: Forcible Entry**

This event simulates the firefighter's ability to gain entry into a locked structure.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

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**Topic: Re-Kindle**

Event 4: High Rise Pack

This event simulates the firefighter's ability to carry a high rise pack to an upper story location.

Events 5 and 6: Hand Line Advancement and Pull

These events simulate the firefighter's ability to advance and re-position a charged hand line.

Event 7: Overhaul

This event simulates the firefighter's ability to pull ceilings and/or remove debris from above the shoulder level.

Event 8: Equipment Carry

This event simulates the firefighter's ability to carry equipment from point to point.

Event 9: Ventilation

This event simulates the firefighter's ability to create an opening for ventilation.

Event 10: Victim Rescue

This event simulates the firefighter's ability to perform a victim rescue.

At the conclusion of the test, firefighters will be sent to a rehab station to rehydrate and there they will have vitals taken immediately after they are done and again after a brief rest period.

**Job Performance Skill (JPR)**

Conduct a Job Performance Skill (JPR) test. JPRs are taken from Colorado Metropolitan Certification Board (CMCB) and are specific to NFPA 1001 Professional Qualifications for Fire Fighters. Eight (8) specific JPRs will be performed in series and completed with consistent forward motion. Each JPR contains critical failure components. All CMCB job sheets can be referenced in the CMCB website under the heading "Job Sheets" <http://www.cmcb.net/>

Event 1: JPR P-4 Don and Doff Personal Protective Clothing

Event 2: JPR P-5 Don SCBA

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

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**Topic: Re-Kindle**

Event 3: JPR H-7 Forward Hose Lay

Event 4: JPR H-8 Apply and Release Hose Clamp

Event 5: JPR L-3 Deploy Extension Ladder - One Firefighter Breaking Glass

Event 6: JPR L-6 Deploy a Roof Ladder – Pitched Roof

Event 7: JPR H-19 Connect and Advance an Attack Line from a Standpipe

Event 8: JPR SR-4 Rescue a Firefighter

At the conclusion of the test, firefighters will be sent to a rehab station to rehydrate and there they will have vitals taken immediately after they are done and again after a brief rest period.

D. Operations Division Responsibilities:

1. Ensure firefighter has required certifications and that certifications are up to date.
2. Ensure firefighter has uniform allotment.
3. Coordinate with the Administration Division for an assignment.

E. Administration Division Responsibilities:

If firefighter is unsuccessful in Re-Kindle, take actions as appropriate to circumstance.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1056.00</b>
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**Topic: Corrective Action Procedures**

**PURPOSE:** The purpose of the DFD Corrective Actions Procedures is to establish a recognized method for handling allegations of misconduct, violations of standards, and/or issues involving substandard performance based upon the expectations, directives, guidelines, and policies of the Denver Fire Department, the Department of Safety, and the City and County of Denver.

**SCOPE:** All Uniformed Members

**I. Non-Disciplinary Modification Process**

The intent of the non-disciplinary modification process is to provide a method of corrective action for issues of substandard performance or questionable behavior that have not yet risen to a level requiring formal discipline, yet still require official attention and documentation. These processes allow the development of an action plan aimed towards improving performance and/or mitigating questionable behaviors through clearly defined expectations. There are two-official non-disciplinary processes utilized on the DFD: the first is a **documented** *Coaching and Counseling* session, and the second is a formalized *Performance Improvement Plan (PIP)*. It is extremely important for supervisors to understand that these processes are **not** meant as a substitute for normal supervisory interactions. Supervisors are expected to meet their managerial obligations by conducting regular interactions with their personnel to address minor issues, outline general expectations, conduct training, etc. These daily management activities are not the primary concern of the Administration Division and are appropriately handled at the lowest supervisory level with no documentation relevant to this policy<sup>1</sup>. However, as a condition or concern escalates and is not being resolved by such lower level interactions, the supervisor will reach a point where formal documentation of the issue may be required. When this occurs, it is crucial that the Administration Division become involved; while the corrective process will be carried out at the supervisory level, the issue will now require different handling where assistance from the Administration Division is required to ensure consistency across the Department; correct handling, proper format and content, and the appropriate procedures necessary to meet Administrative and legal guidelines. All such documentation will be maintained by the Administration Division in a central area of the Department.

<sup>1</sup> While documentation relevant to this policy may not be required at this level, supervisors are encouraged to keep notes (or have the supervisor send a confirming email to the member regarding the supervisor and member interaction for confirmation) on any performance or conduct related coaching given to personnel.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1056.00
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Topic: Corrective Action Procedures

**A. Coaching and Counseling**

A formal *Coaching and Counseling* process may be one of the first steps utilized to improve a member's performance. Coaching and Counseling is intended to bring issues to a member's attention when they are minor, and to correct the problem(s) before disciplinary action is required. Coaching and Counseling is a straightforward process during which a supervisor meets with a member regarding a substandard performance issue and/or inappropriate workplace behavior(s). The goal will be to determine an action plan which will assist in correcting the questionable behavior/performance. Whatever the cause of the behavioral/performance issue(s), the supervisor shall clarify the expectations placed upon the member by the Department and shall provide follow-up oversight for the issues and plans discussed. It must be stressed that the Coaching and Counseling process is not punitive; rather, it is a non-disciplinary method used to correct substandard performance and/or behaviors that are not meeting standards/expectation of the Denver Fire Department, Department of Safety, and/or the City and County of Denver. Disciplinary action might result should the member be unable or unwilling to change their unacceptable behaviors and/or improve their performance. Documentation of a Coaching and Counseling session is mandatory and may be accomplished via designated form. Such documentation will be confidentially maintained by the Administration Division's Internal Affairs Bureau (IAB) and the information **shall** not be authorized to be kept in any other location.

**B. Performance Improvement Plan (PIP)**

A *Performance Improvement Plan (PIP)* is a formal process used to: 1) identify performance deficiencies and/or certain behavioral issues that need to be corrected, and 2) create an action plan to facilitate the necessary changes. A PIP may be implemented when it becomes necessary to help a member improve his or her performance and/or behaviors/issues. *Performance* deficiencies are typically associated with a lack of the proper knowledge or skill set necessary to effectively perform the member's job responsibilities (i.e. failure to complete assignments/tasks, low quality of work product, etc.) or lack of continued skill retention. *Behavioral* issues generally relate to a member's conduct, including but not limited to, violations of standards based upon the expectations, directives, guidelines, and policies of the Denver Fire Department, the Department of Safety, and the City and County of Denver. Behavioral issues of a serious nature are best handled within the formal disciplinary frame work; only **certain** behavioral issues of a less serious nature will be appropriately addressed within a PIP, as

## DIRECTIVE

<b>Topic No:</b>	<b>1056.00</b>
<b>Date:</b>	<b>10-20-2021, <i>eff. 10-20-2021</i></b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>10-20-2023</b>
<b>Replaces:</b>	<b>Same, dated 07-23-19</b>

**Topic: Corrective Action Procedures**

determined by the Command Staff, IAB, and the representative(s) of the City Attorney's Office (CAO). Once it has been determined that a PIP would be an appropriate adjunct for managing a member, the supervisor will develop the PIP under the direct guidance of IAB. IAB's guidance helps to ensure consistency in investigations and documentation across all areas of the Department. PIPs must be **specific** and **measurable**, with definitive **time** frames for compliance.

1. **Specific:** The supervisor must specifically identify the performance to be improved or the behavior to be corrected, including but not limited to:
  - a. Which skills need improvement
  - b. Which behaviors need modification
2. **Measurable:**
  - a. Identify the standards, directives, policies, procedures, etc. against which the performance will be measured and provide clear expectations about the items that must change.
  - b. State the expected level of performance and timeline for improvements.
  - c. Compare actual performance against the standards and note if expectations were met or were not met.
3. **Time:**
  - a. Establish periodic review dates to assess the member's progress and to provide continued feedback for the duration of the PIP (i.e. every week/month/etc.).
  - b. Establish a timeline for the length of time the PIP will be in place (i.e. 60/90/120/365 days).
  - c. Document all meetings with the member reviewing progress under the PIP.
4. **Other:**
  - a. Where possible and appropriate, identify any additional resources available to assist the member in achieving the desired improvements (i.e. Directives, Guidelines, City resources, etc.).
  - b. Acknowledge potential consequences should the action plan outlined in the PIP not be satisfactorily completed (i.e. change in work assignment, discipline, etc.).



DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1056.00
Date:	10-20-2021, <i>eff. 10-20-2021</i>
Approved:	JAV
Review Date:	10-20-2023
Replaces:	Same, dated 07-23-19

Topic: Corrective Action Procedures

All PIPs shall be submitted to IAB for guidance, review, and consultation with the City Attorney's Office prior to approval for implementation.

## II. Discipline Process

The discipline process may be initiated at any supervisory level. In the case of possible misconduct by a member's supervisor, the alleged misconduct should be reported to the next level of supervision and the Administration Division Chief, or designee, notified through the chain of command. Once an officer/acting officer has reason to believe that departmental directives, guidelines, policies, or other conduct standards have been violated, the officer/acting officer shall contact IAB for 1) guidance, 2) to determine if disciplinary action is warranted, and/or 3) to determine an appropriate fact-finding process. If, in the officers' opinion, the concern may be of a disciplinary nature, he/she **shall** inform their chain of command and contact the IAB for advice, guidance, and disciplinary history before initiating a more in-depth investigation into the facts and circumstances surrounding the conduct at issue<sup>2</sup>. The length and depth of any investigation will depend upon the facts of each case, taking into consideration the nature and severity of the alleged infraction, the number of potential rule violations, the complexity of the factual situation, the number of potential witnesses, the level of contemplated disciplinary options, and any other circumstances unique to the alleged misconduct or performance problems as determined by the Administrative Division Chief, or designee, along with IAB.

Truthfulness and cooperation are vital to the investigatory process; they are expected and demanded of all members involved in an investigatory process or those who have information pertaining to an investigation of misconduct. No member shall knowingly engage in conduct interfering with an investigation or have contact (direct or indirect) with any witness, complainant, or investigator which is intended to, or results in, the obstruction, compromise, or interference with an Internal Investigation.

Following any investigation, the Chief of the Department, or designee, will determine whether the recommended disciplinary action is appropriate. Should the recommended discipline be found inappropriate, an amended recommendation will be made for the level of discipline that is believed more suitable. If it is determined that the facts of the case might warrant a discipline greater than a Written Reprimand, an intake meeting with the Conduct Review Board (CRB) will be scheduled. At intake, the CRB group will be comprised of the Deputy Director of Safety/designee, the Administration Division Chief/designee, the Division Chief/designee of the involved member, a member of the

<sup>2</sup> As discussed more fully below, IAB may take over the investigation at this point.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1056.00
Date:	10-20-2021, <i>eff. 10-20-2021</i>
Approved:	JAV
Review Date:	10-20-2023
Replaces:	Same, dated 07-23-19

Topic: Corrective Action Procedures

same rank, and a member of one rank above. This group will determine whether or not the IA Case will move forward to a Contemplation of Disciplinary Action (CODA) and Pre-Disciplinary meeting with the Chief of the Department/designee. All discipline greater than a written reprimand will be forwarded to the Executive Director of Safety's Office for final discipline determination.

After consultation with IAB, any discipline that is issued will include notification of the appropriate chain of command. All documentation **shall** be sent to IAB for final review, approval, and placement in the members' discipline file. The member and their supervisor will be notified of the final approval.

Confidentiality shall be maintained regarding information within the file including written and verbal statements, videos, and other documents. Information contained in the file may be released on a need to know basis as determined by the Chief of the Department or the Deputy Director of Safety. Conduct Review Board members shall maintain confidentiality of any discussions related to discipline cases.

**A. Contacting the Internal Affairs Bureau (IAB)**

The Internal Affairs Bureau is a resource to guide officers through the investigation and disciplinary process. Officers **shall** contact IAB for guidance and assistance in **all** disciplinary matters prior to any action being taken. IAB will provide information on procedures, the appropriate level of investigation, potential discipline, similar cases, prior discipline, and commendations. It is the intent of the Department that disciplinary actions be handled at the lowest appropriate level, with input and guidance from IA personnel; however, investigations involving allegations of a continuing pattern of misconduct, that involve misconduct of a serious nature, or that involve possible law violations **shall** be conducted by the IAB. Officers of the IAB shall have full authority, pursuant to the command of the Chief of the Department, to conduct an investigation without interference from any officer.

The Internal Affairs Bureau is available 24 hours a day for consultations, investigations, and/or response when appropriate. After hours IA response may occur for cases that are criminal in nature, when the circumstances are severe enough to require immediate action, or if the circumstances involve sexual harassment or discrimination.

## DIRECTIVE

<b>Topic No:</b>	<b>1056.00</b>
<b>Date:</b>	<b>10-20-2021, <i>eff. 10-20-2021</i></b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>10-20-2023</b>
<b>Replaces:</b>	<b>Same, dated 07-23-19</b>

**Topic: Corrective Action Procedures**

### **B. Disciplinary Considerations**

The purposes to be achieved by the imposition of discipline in a particular case are dependent on all the facts and circumstances of that case. Those purposes may vary based upon a consideration of numerous factors including, but not limited to, the nature and seriousness of the misconduct, the circumstances under which the misconduct was committed, the harm or prejudice arising from the misconduct, and the existence of any relevant mitigating or aggravating circumstances.

1. Among the primary purposes of disciplinary sanctions are the following:
  - To modify/correct conduct.
  - To impose an appropriate penalty.
  - To address/reflect the harm or risk of harm arising from the misconduct and the effects of the misconduct both inside and outside of the Department.
  - To provide notice of the consequences of misconduct to all members of the Department and to deter future misconduct by all members.
  - Ensuring the orderly functioning and operation of the Department and adherence to its established standards of conduct.
  - Reinforcing Department values.
  - Reinforcing training.
  - Effectively managing risk and potential civil liability for members, the Department, and the City.
  - Establishing trust in and respect for the discipline system and the Department, both internally and in the community.
  
2. It is important for all members of the Department to understand that the goals and purposes of the discipline system are different from those of the criminal justice and civil law systems. While some of the factors taken into consideration in the civil and criminal systems may overlap with factors considered in the discipline system, it must be remembered that the purposes of disciplinary sanctions are different from the purposes of civil and criminal law sanctions. Additionally, it is not the function of the prosecutor's office, through the criminal justice system, to enforce the rules, regulations, and policies of the Department. Nor is it necessary that a member be criminally

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1056.00</b>
<b>Date:</b>	<b>10-20-2021, <i>eff. 10-20-2021</i></b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>10-20-2023</b>
<b>Replaces:</b>	<b>Same, dated 07-23-19</b>

**Topic: Corrective Action Procedures**

convicted in order for the Department to discipline the member for misconduct which is prohibited by law.

3. Any measure or level of discipline may be used in any given situation as deemed appropriate by the officer, or acting officer, and with concurrence from IAB. Under certain circumstances, immediate dismissal may be warranted. Failure to correct behavior, or the commission of additional violations after discipline has been taken, may subject the member to further disciplinary action, up to and including dismissal. Prior disciplinary actions may be taken into consideration for current disciplinary purposes, regardless of when they occurred. The member's past discipline record along with the nature and severity of the offense will be weighed when determining the appropriate level of discipline. Where possible, the determination of the appropriate level of discipline will be consistent with discipline given to other members who engaged in similar conduct under similar circumstances. This comparative discipline does **not** preclude the implementation of more severe discipline for repeat behavior. Reference the **Denver Fire Department Discipline Handbook** for any needed clarification or answers to specific questions.

**C. Disciplinary Options**

Potential types of discipline will be explained in detail later in this document. Such discipline may include, but is not limited to, the following:

1. Verbal Reprimand
2. Written Reprimand
3. Fines
4. Suspension
5. Involuntary Demotion
6. Dismissal

**D. Review of Discipline**

All recommendations for discipline shall be reviewed by the Chief of the Department, or designee. The Chief of the Department reserves the right to change the recommended discipline as believed appropriate, even if the disciplined member has agreed to a level of discipline recommended by the disciplining officer. No discipline will be final until reviewed by the Chief of the Department or designee; no disciplinary action greater than a Written Reprimand

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1056.00</b>
<b>Date:</b>	<b>10-20-2021, <i>eff. 10-20-2021</i></b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>10-20-2023</b>
<b>Replaces:</b>	<b>Same, dated 07-23-19</b>

**Topic: Corrective Action Procedures**

will be final until reviewed by both the Chief of the Department **and** the Executive Director of Safety, or their designees. Disciplinary actions greater than a Written Reprimand will be imposed by the Executive Director of Safety as required by Denver City Charter § 9.4.14.

**E. Disciplinary Actions which may be Appealed**

A Verbal Reprimand and a Written Reprimand may be appealed to the next level of supervision only; reference Discipline Flowchart. All discipline greater than written reprimands may be appealed to the Civil Service Commission pursuant to Denver City Charter § 9.4.15 and Civil Service Commission Rule 12.

**F. Disciplinary Actions**

**1. Verbal Reprimand**

The Verbal Reprimand is often an effective tool for use by a supervising officer in correcting behavior that involves minor misconduct. Minor misconduct is viewed as a violation of policy or procedure that has a minimal adverse impact on the operation or integrity of the Department. Through the use of this tool, the problem issue is clearly identified and expected changes should be clearly stated. When an incident occurs in which the officer determines from the relevant facts that a Verbal Reprimand is appropriate, the officer **shall** notify their appropriate chain of command and contact the IAB for assistance. The “Summary of Events” section of the Verbal Reprimand form must be reviewed and approved by IAB, and it must be completed with sufficient detail to give notice and allow the member to correct the misconduct or performance issue. The sections of the form entitled, “Previous Discipline” and “Commendations” shall be verified through IAB.

Because a Verbal Reprimand is a formal disciplinary action, it must be documented. Once presented to the member, the officer will have the member sign the designated form confirming that the Verbal Reprimand has been given. The member **shall** sign the form. The member’s signature is not a statement of agreement or disagreement, it signifies only that the member is in receipt of the document.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1056.00</b>
<b>Date:</b>	<b>10-20-2021, <i>eff. 10-20-2021</i></b>
<b>Approved:</b>	<b><i>JAV</i></b>
<b>Review Date:</b>	<b>10-20-2023</b>
<b>Replaces:</b>	<b>Same, dated 07-23-19</b>

**Topic: Corrective Action Procedures**

If the member is in agreement with the reprimand and recommended action, the member will check and initial the box marked, “Agree” on the form. The Verbal Reprimand will then be sent through the

appropriate chain of command to IAB for review by the Deputy Chief of the Department or designee. If the Verbal Reprimand is finalized by the Deputy Chief’s review, the original Verbal Reprimand document will be filed in the Department discipline files. A copy will be sent to the member through the chain of command.

**a. Appealing a Verbal Reprimand**

If the member does not agree with the Verbal Reprimand, the member will check and initial the box marked “Disagree” on the form. The documentation shall then be forwarded to the next level of supervision.

The officer at the next level of supervision shall review the case and may interview the member and the original disciplining officer and make a recommendation to uphold or change the Verbal Reprimand. If the Verbal Reprimand is upheld or reduced, no further appeal is permitted. The discipline will then be sent through the appropriate chain of command to IAB to be reviewed by the Deputy Chief of the Department, or designee.

If the recommended discipline is increased one step, a Written Reprimand will be initiated. If the recommendation of discipline is greater than a Written Reprimand, a Pre-Disciplinary meeting will be scheduled with the Chief of the Department. A written command by the Chief of the Department for discipline greater than a Written Reprimand will be sent to the Executive Director of Safety, or designee, for final review.

If the Verbal Reprimand is finalized after the Deputy Chief’s review, the original Verbal Reprimand will be filed in the Department discipline files and the member will receive a copy through the chain of command.

## DIRECTIVE

<b>Topic No:</b>	<b>1056.00</b>
<b>Date:</b>	<b>10-20-2021, <i>eff. 10-20-2021</i></b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>10-20-2023</b>
<b>Replaces:</b>	<b>Same, dated 07-23-19</b>

**Topic: Corrective Action Procedures**

## 2. Written Reprimand

When the disciplining officer believes, due to the nature and severity of the infraction and/or the member's past disciplinary history, that correcting the behavior under investigation requires more than a Verbal Reprimand, a Written Reprimand may be issued. The officer **shall** inform their appropriate chain of command and contact the IAB for assistance. The "Summary of Events" section of the Written Reprimand form must be reviewed and approved by IAB, and it must be completed with sufficient detail to allow the member to correct the misconduct and/or provide a defense for the allegations against him/her. The sections of the form entitled "Previous Discipline" and "Commendations" shall be verified through IAB.

Following approval of the Written Reprimand, the disciplining officer will meet with the member. This meeting will permit the member to provide an answer to the charge(s) and tell his/her side of the events. If the officer determines that a Written Reprimand is still justified, the officer will issue the approved document. During the meeting, the officer will also instruct the member as to how his/her behavior or performance can be improved.

At the conclusion of the meeting the member **shall** sign the form. If the member is in agreement with the reprimand and recommended action, the member will check and initial the box marked, "Agree" on the form. The Written Reprimand will then be sent through the appropriate chain of command to IAB for review by the Deputy Chief of the Department or designee. If the Written Reprimand is finalized by the Deputy Chief's review, the original Written Reprimand document will be filed in the Department discipline files. A copy will be sent to the member through the chain of command. If the Written Reprimand is not approved by the Deputy Chief/designee, a Pre-Disciplinary meeting with the Chief of the Department will be set.

### a. Appealing a Written Reprimand

If the member does not agree with the Written Reprimand, the member will check and initial the box marked "Disagree" on the form. The documentation shall then be forwarded to the next level of supervision.



## DIRECTIVE

<b>Topic No:</b>	<b>1056.00</b>
<b>Date:</b>	<b>10-20-2021, eff. 10-20-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>10-20-2023</b>
<b>Replaces:</b>	<b>Same, dated 07-23-19</b>

**Topic: Corrective Action Procedures**

The officer at the next level of supervision shall review the case and may interview the member and the original disciplining officer and make a recommendation to uphold or change the Written Reprimand. If the Written Reprimand is upheld or reduced, no further appeal is permitted. The discipline will then be sent through the appropriate chain of command to IAB to be reviewed by the Deputy Chief of the Department, or designee.

If the recommended discipline is increased, a Pre-Disciplinary meeting will be scheduled with the Chief of the Department. A written command by the Chief of the Department for discipline greater than a Written Reprimand will be sent to the Executive Director of Safety or designee for final review.

If the reprimand is finalized after the Chief's review, the original Written Reprimand will be filed in the Department discipline files and the member will receive a copy through the chain of command.

### **3. Conduct Review Board (CRB)**

If it is determined that the facts of the case might warrant a discipline greater than a Written Reprimand, an intake meeting with the Conduct Review Board (CRB) will be scheduled. At intake, the CRB group will be comprised of the Deputy Director of Safety/designee, the Administration Division Chief/designee, the Division Chief/designee of the involved member, a member of the same rank, and a member of one rank above. This group will determine whether or not the IA Case will move forward to a CODA and Pre-Disciplinary meeting with the Chief of the Department/designee. All discipline greater than a written reprimand will be forwarded to the Executive Director of Safety's Office for final discipline determination.

### **4. Notice of Contemplation of Disciplinary Action and Pre-Disciplinary Meeting**

A *Contemplation of Disciplinary Action* form must be used whenever a disciplinary action greater than a Written Reprimand is being considered (e.g., suspension, involuntary demotion, fines, or



## DIRECTIVE

<b>Topic No:</b>	<b>1056.00</b>
<b>Date:</b>	<b>10-20-2021, eff. 10-20-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>10-20-2023</b>
<b>Replaces:</b>	<b>Same, dated 07-23-19</b>

**Topic: Corrective Action Procedures**

dismissal). The “*Summary of Events*” section of the form will contain sufficient detail regarding the allegation of misconduct so as to allow the member to provide a defense of any allegations. IAB will conduct all investigations in which discipline greater than a Written Reprimand is considered.

After the investigation is completed and the CRB has made the recommendation to move forward with a Pre-Disciplinary Meeting, the *Contemplation of Disciplinary Action* form will be sent to the City Attorney’s Office for review. The subject member will be served with a copy of the “Contemplation of Disciplinary Action” form, which will detail the time and place of the Pre-Disciplinary meeting with the Chief of the Department or designee. The Chief will make a written command regarding discipline. Any written command by the Chief greater than a written reprimand will be sent to the Executive Director of Safety, or designee, for final review. Any discipline imposed by the Executive Director of Safety will be issued by Departmental Order.

The *Departmental Order of Disciplinary Action* will be served upon the member in person with a certificate of hand delivery or by certified mail. The original will be filed in the Department disciplinary file.

#### **5. Suspension, Involuntary Demotion, Fines, or Dismissal**

Before a member is suspended, involuntarily demoted, subjected to fines, or dismissed, the Chief of the Department, or designee, shall hold a Pre-Disciplinary meeting. A Pre-Disciplinary meeting is not required for Verbal and Written Reprimands.

The purpose of the Pre-Disciplinary meeting includes the following:

- a. To allow the member to correct any errors in the Department’s information or facts upon which the Department proposes to take disciplinary action.
- b. To allow the member, in a non-adversarial setting, to tell his or her side of the story and present any mitigating information as to why the disciplinary action should not be taken.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1056.00
Date:	10-20-2021, <i>eff. 10-20-2021</i>
Approved:	JAV
Review Date:	10-20-2023
Replaces:	Same, dated 07-23-19

Topic: Corrective Action Procedures

A member is allowed to have an attorney or union representative present during the meeting. The member is not compelled to make a statement and their participation in the meeting is voluntary.

Suspension without pay exceeding 30 days may require an adjustment to a member's overall longevity calculation.

**III. Appealing Suspension, Involuntary Demotion, Fines, or Dismissal**

The member, or the member's designated representative, may file an appeal for hearing with the Civil Service Commission in all disciplinary matters, except those involving reprimands, within ten (10) calendar days from the date of service of a *Departmental Order of Disciplinary Action*. Members should review the requirements of Civil Service Commission Rule 12 to ensure compliance with appeal procedures.

**IV. Possible Causes for Dismissal**

Some actions may be cause for dismissal; however, a lesser discipline may be imposed where circumstances warrant. It is impossible to identify all conduct which may be cause for dismissal. Therefore, the rules and regulations found in the **Denver Fire Department Discipline Handbook** and **Matrix** should not be deemed an exclusive list. For a list of rules and regulations, as well as presumptive disciplinary outcomes, the **Denver Fire Department Discipline Handbook** and **Matrix** should be consulted.

**V. Resignation/Retirement Prior to IAB Investigation/Discipline Process Completion**

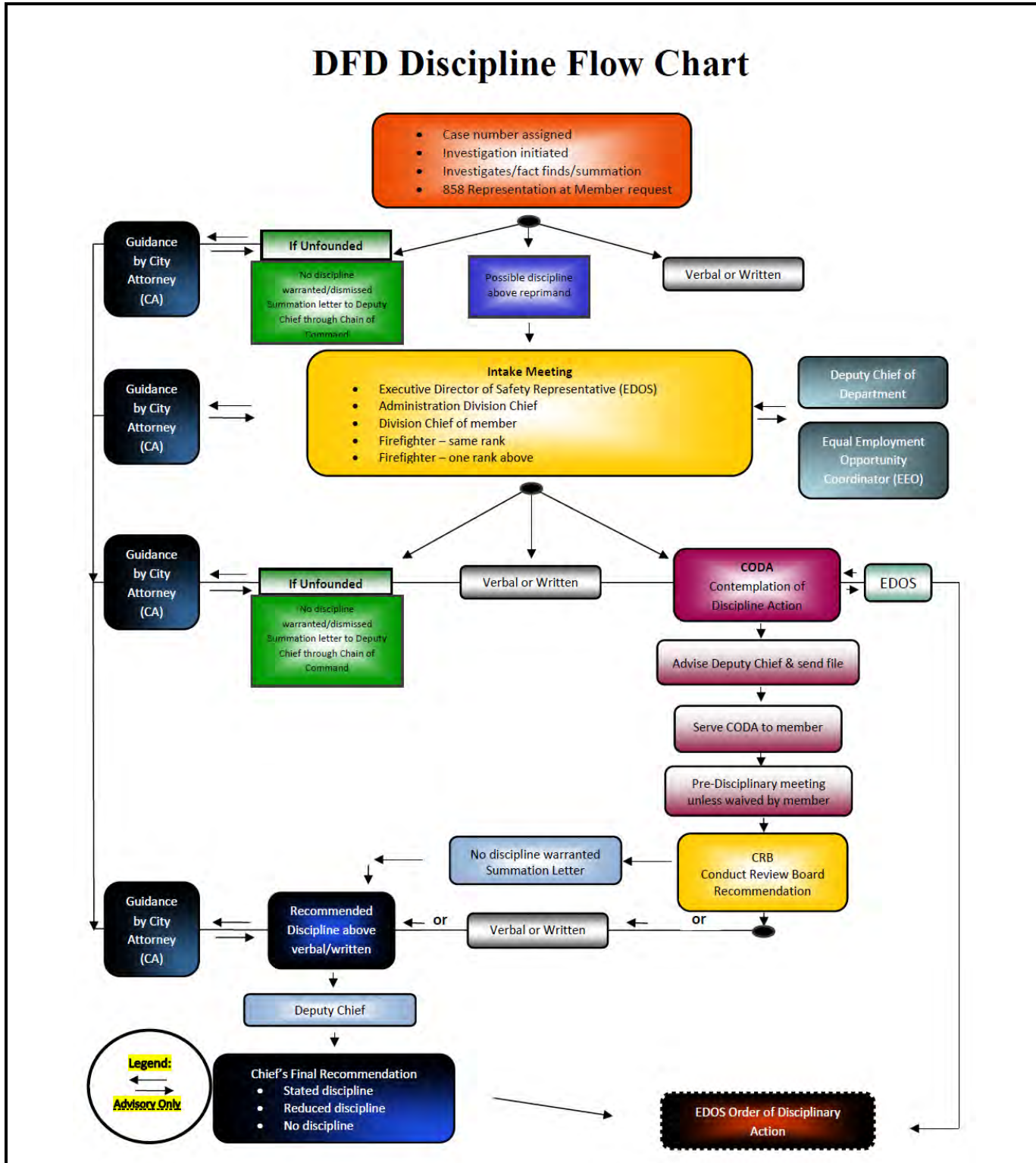
Active Internal Affairs cases either under investigation or within the discipline process in which the subject member separates from the department will remain open indefinitely. Upon separation, the case file will be placed in the member's Personnel File and Internal Affairs Master File. Should the subject member request to return as a DFD employee, the Internal Affairs case will be immediately re-activated.

**DFD DISCIPLINE FLOW CHART ATTACHED TO THIS DOCUMENT**

**PLEASE CONTACT IAB FOR CORRECTIVE ACTION TEMPLATES TO INCLUDE: PIPs, VERBAL REPRIMANDS, OR WRITTEN REPRIMANDS.**

<b>Topic No:</b>	<b>1056.00</b>
<b>Date:</b>	<b>10-20-2021, eff. 10-20-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>10-20-2023</b>
<b>Replaces:</b>	<b>Same, dated 07-23-19</b>

Topic: Corrective Action Procedures



DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1057.00</b>
<b>Date:</b>	<b>10-20-2021, <i>eff. 10-20-2021</i></b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>10-20-2023</b>
<b>Replaces:</b>	<b>Same, dated 03-25-2020</b>

**Topic: DFD Discipline Handbook**

**By order of the Chief of the Denver Fire Department and approval of the Executive Director of Safety, this handbook shall apply to all violations occurring on or after January 1, 2017.**

**PURPOSE:** An effective discipline system is one that is fair, rational, efficient, consistent, transparent and which reflects the mission, vision, and guiding principles of the Denver Fire Department. It must foster respect, trust, and confidence among all Department personnel as well as between the Department and the community it serves.

**SCOPE:** Applies to all Denver Fire Department uniformed personnel

The purpose of this Discipline Handbook is to provide sworn members of the Denver Fire Department with notice of the principles and guidelines which shall be employed by the Department in making disciplinary decisions. This Handbook should be reviewed and considered in conjunction with revisions to Department Rules and Regulations, all other Department policies and procedures related to discipline, and all Civil Service Commission rules regarding appeals. This Handbook does not create any contractual rights between or among the City and County of Denver, the Civil Service Commission, the Denver Fire Department, the Department of Safety, and any employee or applicant for employment with the Department of Safety.

The Denver Fire Department is dedicated to providing quality, timely, and professional emergency services to those who live in, work in, and visit the City and County of Denver and the communities we serve.

All members of the Denver Fire Department are expected to conduct themselves in a self-disciplined and professional manner. They should project a positive, productive, and mature demeanor, while performing their duties with honesty, integrity, and pride.

The following list of guidelines represents the conduct standards for members of the Denver Fire Department.

**EVERY MEMBER SHALL:**

1. Comply with the Guidelines of their respective Divisions and written Directives of both the Denver Fire Department and the City of Denver.
2. Use their training and capabilities to protect the public at all times.
3. Work to the level of expertise in their position so as to enable all Department programs and functions to operate effectively.
4. Always conduct themselves to reflect credit on the Department and the City of Denver.
5. Supervisors will manage in an effective, considerate, and fair manner. Subordinates will follow instructions in a positive, cooperative manner.
6. Always conduct themselves in a manner that creates good order inside the Department.
7. Keep themselves informed to enhance their awareness and efficiency concerning their positions.
8. Be concerned and protective of each member's welfare.
9. Operate safely.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1057.00</b>
<b>Date:</b>	<b>10-20-2021, <i>eff. 10-20-2021</i></b>
<b>Approved:</b>	<b><i>JAV</i></b>
<b>Review Date:</b>	<b>10-20-2023</b>
<b>Replaces:</b>	<b>Same, dated 03-25-2020</b>

**Topic: DFD Discipline Handbook**

10. Use good judgment.
11. Keep themselves physically fit.
12. Observe the work hours of their position.
13. Obey the law.
14. Be responsible and maintain any/all Department equipment and property at an efficient and usable level.

**MEMBERS SHALL NOT:**

15. Engage in activity that is detrimental to the Department.
16. Engage in a conflict of interest to the Department or use their position with the Department for personal gain or influence.
17. Use alcoholic beverages, debilitating drugs, or any substance which impairs their physical or mental capacities while on duty, or when susceptible to emergency recall.
18. Engage in intimidating, threatening, or hostile behaviors, physical assault, or other acts of this nature.
19. Engage in any sexual activity while on duty.
20. Abuse their Sick Leave.
21. Steal.
22. Depart from the truth.

**Sec. 1 General Principles**

- 1.1 The discipline system must be fairly, efficiently, and consistently administered so as to promote and maintain a culture of public accountability, individual responsibility, and maintenance of the highest standards of professionalism.
- 1.2 Discipline should be based upon reasonable notice of the standards by which conduct will be judged and the likely consequences of the failure to adhere to Department rules and policies.
- 1.3 The investigation of allegations of misconduct must be fair, thorough, conducted with full regard for the rights of members, and designed to develop all relevant facts necessary for the fair determination of the issue in question.
- 1.4 Truthfulness is vital to the investigation and review process and shall be expected and demanded of all subject members, witnesses, complainants, and all persons involved in the investigation and review of allegations of misconduct.
- 1.5 The determination of whether an allegation of misconduct should be sustained must be based upon the application of Department-wide standards and the fair consideration of only those facts relevant to that determination.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1057.00</b>
<b>Date:</b>	<b>10-20-2021, <i>eff. 10-20-2021</i></b>
<b>Approved:</b>	<b><i>JAV</i></b>
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<b>Replaces:</b>	<b>Same, dated 03-25-2020</b>

**Topic: DFD Discipline Handbook**

1.6 The administration of the discipline process shall not discriminate against anyone on the actual or perceived basis of race, color, creed, national origin, ancestry, gender, sexual orientation, age, religion, political affiliation, physical or mental disability, military status, marital status, or other basis protected by Federal, State, or local law or regulation.

1.7 No rule or policy shall be created, interpreted, or applied so as to lead to a result which is unjust, unreasonable, or unconscionable, and contrary to the goals and purposes of these Disciplinary Guidelines.

**Sec. 2 Practices in Support of the Disciplinary System**

2.1 Practices such as mediation, early intervention, remedial training, mentoring, and the like are means to affect the performance and conduct of members apart from the imposition of disciplinary sanctions and to improve the efficiency and effectiveness of the disciplinary system. However, none of these practices are intended to relieve members of responsibility for their misconduct. The failure of the Department to provide any of the above or the failure to apply any of the programs or practices to a particular member or case does not create a defense to misconduct or constitute a mitigating circumstance.

**Sec. 3 Ancillary Consequences of the Disciplinary System**

3.1 The disciplinary penalties that may be imposed on Department members are reprimand, dismissal, fined days, suspension without pay, and involuntary demotion with a reduction in pay. The Executive Director of Safety or her/his designee is responsible for imposing all disciplinary penalties, except for reprimands, which may be issued by the Chief.

3.2 The Chief may establish practices, make decisions, and enter orders with regard to matters not directly related but ancillary to the imposition of discipline. These can include, but are not limited to, no-contact orders, temporary or permanent re-assignments, regulating on-duty work hours and responsibilities, regulating secondary employment privileges, ordering psychological or other work-related examinations, determining necessary remedial training or entering any other order, restriction, or condition deemed appropriate under the circumstances. These practices do not constitute the imposition of discipline and are not regarded as a part of any disciplinary sanction. The imposition of any of the above orders, conditions, or restrictions may not be considered in determining whether a violation should be sustained and, if so, what the appropriate penalty should be.

3.3 The imposition of disciplinary sanctions may have an impact on future status and benefits including, but not limited to, assignments, promotions or appointments. The Executive Director of Safety, the Chief, or the Denver Civil Service Commission may establish policies and practices with regard to any of these. These practices do not constitute the imposition of discipline and should not be regarded as a part of any disciplinary sanction. The future impact of the imposition of disciplinary sanctions may not be



DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1057.00</b>
<b>Date:</b>	<b>10-20-2021, <i>eff. 10-20-2021</i></b>
<b>Approved:</b>	<b><i>JAV</i></b>
<b>Review Date:</b>	<b>10-20-2023</b>
<b>Replaces:</b>	<b>Same, dated 03-25-2020</b>

**Topic: DFD Discipline Handbook**

considered in determining whether or not a violation should be sustained and, if so, what the appropriate penalty should be.

3.4 The imposition of disciplinary sanctions will no doubt have a personal and financial impact on the member who is disciplined. Understandably, that impact will vary from member to member based upon his/her personal circumstances. It should not be expected that a system of consistent discipline should reasonably take these kinds of differences into account. Therefore, these types of variables may not be considered in determining whether a violation should be sustained and, if so, what the appropriate penalty should be.

**Sec. 4 Determining the Facts: Internal Investigations**

4.1 The integrity of the internal investigation process is essential to the fair administration of discipline. No system of discipline can be effective without investigations that can be considered unbiased and trustworthy by members of the Department as well as the general public.

4.2 Investigations must be fair, thorough, timely and in accordance with accepted Department policies and procedures. Investigations must be conducted with full regard for the member's rights and the rights and respect due to fellow members, non-sworn members of the Department, complainants, witnesses, and other members of the public. Investigations shall not discriminate against anyone on the basis of actual or perceived race, color, creed, national origin, ancestry, gender, sexual orientation, age, religion, political affiliation, physical or mental disability, military status, marital status, or other basis protected by Federal, State, or local law or regulation.

4.3 Truthfulness is vital in an internal investigation. It must be expected and demanded. Department personnel are required to cooperate and be completely truthful or face disciplinary sanctions. Non-Departmental personnel must also be truthful.

4.4 Any attempt to improperly dissuade, discourage, prevent, or interfere with any internal affairs investigation is subject to discipline.

4.5 Any member who knowingly, intentionally, or willfully makes a false report, intentionally omits a material fact, or otherwise departs from the truth in any investigation, including any internal affairs investigation, administrative or judicial proceeding, is subject to discipline.

4.6 It is important to note that the primary role of Internal Affairs (IA) is that of investigation and fact-finding. IA conducts the investigation<sup>1</sup> and prepares the investigative file for review by the Conduct

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<sup>1</sup> This section is not intended to limit who can investigate any given matter. At times, it may be appropriate to have police, outside investigators, house Captains, or another person not affiliated with IAB to conduct an investigation. While generally IAB will conduct investigations, the Director and Chief have the discretion to assign investigations to a party outside of IAB.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1057.00</b>
<b>Date:</b>	<b>10-20-2021, <i>eff. 10-20-2021</i></b>
<b>Approved:</b>	<b><i>JAV</i></b>
<b>Review Date:</b>	<b>10-20-2023</b>
<b>Replaces:</b>	<b>Same, dated 03-25-2020</b>

**Topic: DFD Discipline Handbook**

Review Board. IA does not make disciplinary recommendations or determine disciplinary sanctions above the level of a Written Reprimand.

**Sec. 5 Determining Whether a Violation Has Been Proven**

- 5.1 In determining whether a violation of any Departmental rule, regulation, policy, procedure, or Directive has been proven, the reviewer (including, but not limited to, the Director or designee, the Chief, and members of the Conduct Review Board) must act as a finder of fact. This process is separate and distinct from any consideration of what disciplinary sanction, if any, is appropriate if it is decided that a violation has been proven.
- 5.2 As a finder of fact, the reviewer must rely only upon the evidence in the case, which must be thoroughly reviewed. The reviewer must consider only the evidence that is contained in the investigative file and any reasonable inferences to be drawn from that evidence. The reviewer is expected to use common sense and life experiences when acting as a finder of fact. However, he/she is not to base any conclusions on information known to him/her regarding the matter or the persons involved in the matter if that information is not part of the investigative file.
- 5.3 As the finder of fact, the reviewer must judge the credibility of witnesses and the weight to be given their statements. In doing so, he/she should take into consideration the witnesses' means of knowledge, strength of memory, and opportunities for observation; the reasonableness or unreasonableness of their statements; the consistency or lack of consistency in their statements; motives; whether their statement has been contradicted or supported by other evidence; any bias, prejudice, or interest; their manner or demeanor while making statements; and all other facts and circumstances shown by the evidence which affect the credibility of the witnesses. Based on all of these stated considerations and all the facts, circumstances, and evidence in the case, the reviewer may believe all, part, or none of any witnesses' statements. He/she may also determine what weight, if any, to give to any witnesses' statements.
- 5.4 The reviewer must thoroughly review the policy, procedure, rule, regulation, or Directive alleged to be violated and apply it to the facts as he/she determines them. The reviewer must do so without regard for whether he/she personally agrees with the particular policy, procedure, rule, regulation, or Directive or whether he/she believes it should be amended or repealed.
- 5.5 In determining whether there is sufficient evidence to establish that a violation has occurred, the reviewer must apply the standard of proof known as the "preponderance of the evidence." To prove something by a "preponderance of the evidence" means to prove that it is more likely than not. In determining whether the burden of proof of "preponderance of the evidence" has been met, reasonable care and caution should be used to consider all the evidence in the case and the weight that evidence should be afforded. The quantum of evidence that constitutes a preponderance must be sufficient to lead to the reasonable conclusion that the accused member committed the violation which is being considered. A suspicion, belief, or opinion not supported by the weight of the evidence is not sufficient.



DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1057.00</b>
<b>Date:</b>	<b>10-20-2021, eff. 10-20-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>10-20-2023</b>
<b>Replaces:</b>	<b>Same, dated 03-25-2020</b>

**Topic: DFD Discipline Handbook**

5.6 After thoroughly reviewing all the evidence and after determining formal findings are necessary, the reviewer must make one of the following findings for each of the specifications considered:

5.6.1 *Unfounded*: The investigation indicates that the subject's alleged actions relating to the Department policy, procedure, rule, regulation, or Directive in question did not occur.

5.6.2 *Exonerated*: The investigation indicates that the alleged actions of the subject were within the policies, procedures, rules, regulations, and Directives of the Department.

5.6.3 *Not Sustained*: There was insufficient evidence to either prove or disprove the allegation.

5.6.4 *Sustained*: The subject's actions were found by a preponderance of the evidence to have been in violation of the Department policy, procedure, rule, regulation, or Directive in question.

5.7 Each specification of an alleged violation should be considered separately, and a separate decision reached as to whether there is a preponderance of evidence establishing that the alleged violation occurred. The sustaining of any one specification does not compel the sustaining of other specifications.

5.8 As a finder of fact, the reviewer may be participating in an official disciplinary proceeding such as a Conduct Review Board (CRB) or Pre-Disciplinary meeting where information in addition to the investigative file, such as a statement by the subject member, is presented for consideration. The reviewer may properly consider that additional information, assess its credibility, and afford it whatever weight he/she deems appropriate.

## **Sec. 6 Determining Appropriate Discipline**

6.1 The purposes to be achieved by the imposition of discipline in a particular case are dependent on all the facts and circumstances of that case. Those purposes may vary based upon a consideration of numerous factors including, but not limited to, the nature and seriousness of the misconduct, the circumstances under which the misconduct was committed, the harm or prejudice arising from the misconduct, and the existence of any relevant mitigating or aggravating circumstances.

6.2 Among the primary purposes of disciplinary sanctions are the following:

- To modify/correct conduct.
- To impose an appropriate penalty.
- To address/reflect the harm or risk of harm arising from the misconduct and the effects of the misconduct both inside and outside of the Department.
- To provide notice of the consequences of misconduct to all members of the Department and to deter future misconduct by all members. Ensuring the orderly functioning and operation of the Department and adherence to its established standards of conduct.
- Reinforcing Department values.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1057.00</b>
<b>Date:</b>	<b>10-20-2021, <i>eff. 10-20-2021</i></b>
<b>Approved:</b>	<b><i>JAV</i></b>
<b>Review Date:</b>	<b>10-20-2023</b>
<b>Replaces:</b>	<b>Same, dated 03-25-2020</b>

**Topic: DFD Discipline Handbook**

- Reinforcing training.
- Effectively managing risk and potential civil liability for members, the Department, and the City.
- Establishing trust in and respect for the discipline system and the Department, both internally and in the community.

6.3 It is important for all members of the Department to understand that the goals and purposes of the discipline system are different from those of the criminal justice and civil law systems. While some of the factors taken into consideration in the civil and criminal systems may overlap with factors considered in the discipline system, it must be remembered that the purposes of disciplinary sanctions are different from the purposes of civil and criminal law sanctions. Additionally, it is not the function of the prosecutor's office, through the criminal justice system, to enforce the rules, regulations, and policies of the Department. Nor is it necessary that a member be criminally convicted in order for the Department to discipline the member for misconduct which is prohibited by law.

**Sec. 7 Categories of Conduct**

7.1 There are six categories of conduct in the matrix. Categories range from the least serious to most serious with regard to the nature of the conduct and its harm/impact on the Department and community. While the language of the conduct categories may seem similar, each category is intended to reflect the increased seriousness of the misconduct. Reasonable reviewers may disagree on the appropriate conduct category for a violation. Such disagreement does not necessarily mean that the reviewer, or the final decision maker, is wrong.

**Sec. 8 Assigning Conduct Categories to Specific Rules and Regulations**

8.1 Although the pre-determined categories contained in the matrix will likely cover the vast majority of disciplinary violations, several issues of importance are noted:

8.1.1 The individual rules and regulations have been placed into particular conduct categories based upon the nature and type of misconduct. However, the unique factual circumstances of a given case may justify the application of a different conduct category than that previously assigned to the particular violation in the matrix. As such, command officers, the Chief (or designee), the Executive Director of Safety (or designee), the Hearing Officers, and the Civil Service Commission can and may determine that a previously assigned conduct category is not appropriate under the unique factual circumstances of the case. In this situation, a deviation from the matrix is allowed. Any such deviation must be reasonable under the circumstances and be justified by the facts of the case.

8.1.2 A limited number of rules and regulations could fit into any or all of the conduct categories based upon the nature of the conduct being addressed. Anyone reviewing such a case should consider the factors outlined in Section 9 below as well as the various facts presented in order to determine

## DIRECTIVE

<b>Topic No:</b>	<b>1057.00</b>
<b>Date:</b>	<b>10-20-2021, <i>eff. 10-20-2021</i></b>
<b>Approved:</b>	<b><i>JAV</i></b>
<b>Review Date:</b>	<b>10-20-2023</b>
<b>Replaces:</b>	<b>Same, dated 03-25-2020</b>

**Topic: DFD Discipline Handbook**

the most appropriate conduct category.

- 8.1.3 Certain rules and regulations could fit more than one but not all conduct categories. Anyone reviewing such a case should consider the various factors outlined in Section 9 below in order to determine the appropriate conduct category.
- 8.1.4 No attempt has been made to categorize all sources of rules which may apply to alleged misconduct by fire fighters. Clearly, the Department rules and regulations govern fire fighter conduct but there are other rules and orders that might apply to misconduct. These include such things as Mayor's Executive Orders, other policies and procedures, Directives, special orders, training bulletins, or the like. Anyone reviewing misconduct based upon any of these types of violations should consider the factors outlined below in order to determine the appropriate conduct category.

### **Sec. 9 Determining Appropriate Conduct Categories - Analysis**

- 9.1 Situations will arise where personnel charged with the responsibility of recommending or ordering disciplinary sanctions will have to determine the appropriate conduct category into which the misconduct falls and whether the alleged misconduct satisfies the definition of a particular category. This is a necessary first step in determining the appropriate sanction. In analyzing the misconduct, the following questions, among others, should be considered:
- 9.1.1 What is the general nature of the misconduct?
- 9.1.2 How does the misconduct relate to the stated mission, vision, and guiding principles of the Department?
- 9.1.3 How does the misconduct impact the operations and image of the Department and its relationship with other agencies or the community?
- 9.1.4 What is the actual and demonstrable harm or risk of harm involved?
- 9.1.5 Does the misconduct involve an actual and demonstrable impact on fire fighter, employee, or public safety, or a demonstrable serious risk to fire fighter, employee, or public safety?
- 9.1.6 Did the violation result in actual injury to a fire fighter, employee, or a member of the public? If so, what is the extent of the injury?
- 9.1.7 Does the misconduct involve unethical behavior or a serious abuse or misuse of authority?
- 9.1.8 Did the misconduct foreseeably result in death or serious bodily injury?

DIRECTIVE

<b>Topic No:</b>	<b>1057.00</b>
<b>Date:</b>	<b>10-20-2021, <i>eff. 10-20-2021</i></b>
<b>Approved:</b>	<b><i>JAV</i></b>
<b>Review Date:</b>	<b>10-20-2023</b>
<b>Replaces:</b>	<b>Same, dated 03-25-2020</b>

**Topic: DFD Discipline Handbook**

9.1.9 Does the misconduct constitute a failure to adhere to any condition of employment required by contract or mandated by law?

9.2 In determining the conduct category, the definition of the category and the analysis described in this section should control the determination of what category applies to the violation in question.

**Sec. 10 Brief Description of Matrix Tables**

10.1 The disciplinary matrix has two primary tables: The Categories, Violations and Discipline Level Assignments Table and the Penalty Table.

10.2 The Categories, Violations and Discipline Level Assignments Table identifies:

10.2.1 The definitions of each Conduct Category (A through F);

10.2.2 Example violations in the form of Rules and Regulations (RRs) that are found within each of these conduct categories; and

10.2.3 The discipline level assigned to each conduct category based, in part, on the number of offenses of an equal or greater conduct category that have occurred during the specific time periods assigned to that conduct category. This table also shows how the discipline level (levels 1 through 8) increases by one level for each repeated violation of an RR of an equal or greater conduct category during the specified time period.

10.3 The Penalty Table identifies: Eight discipline levels (1 through 8) ranging from least serious to most serious; and the penalties associated with that discipline level with specification of the presumptive penalty and the mitigated and aggravated penalty ranges.

**Sec. 11 Establishing Presumptive Penalties**

11.1 The Penalty Table identifies a “presumptive penalty” for each conduct violation.

11.2 To achieve consistency, presumptive penalties are presumed to be the reasonable and appropriate penalties that should be given. However, when mitigating or aggravating factors are established, a departure from the presumptive penalty may be justified. Even then, the penalty will remain within the penalty ranges established for that particular discipline level unless “special circumstances,” as explained below (Section 12), exist.

11.3 The “presumptive penalty” may also increase if a member has prior sustained violations of the same or higher conduct category.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1057.00</b>
<b>Date:</b>	<b>10-20-2021, eff. 10-20-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>10-20-2023</b>
<b>Replaces:</b>	<b>Same, dated 03-25-2020</b>

**Topic: DFD Discipline Handbook**

11.4 The factors or circumstances relied upon to find mitigation, aggravation, or “special circumstances,” must be articulated and justified in writing.

**Sec. 12 Special Circumstances**

12.1 It should be recognized that any discipline system can only be designed for the large majority of cases and that on limited occasions, there will be extraordinary circumstances which would justify a penalty less than or greater than that allowed under the matrix. This is what is generally referred to as “going outside the matrix.” The authority to do so is within the sound discretion of the Chief and the Executive Director of Safety or his/her designee and is reasonable and necessary to avoid injustice. A properly functioning matrix system cannot be so rigidly applied as to mandate a certain sanction or limit a certain sanction where doing so would lead to an unjust result or fail to reflect the totality of the particular circumstances.

12.2 These issues will generally arise when there is extraordinary mitigation, extraordinary aggravation, questions of reduction in rank or grade, extended suspensions, or cases involving termination where termination is not the presumptive or aggravated penalty indicated by the matrix.

12.3 The reasons<sup>2</sup> for departing upward or downward from the maximum or minimum penalty called for in the matrix as well as the basis for determining the particular penalty must be documented and explained.

**Sec. 13 Disciplinary Recommendations made to the Executive Director of Safety or his/her Designee**

13.1 The Executive Director of Safety or his/her designee is charged with the responsibility of ordering all discipline issued to uniformed members of the Denver Fire Department greater than a reprimand. All input into the issue of whether or not a member has violated a Departmental rule or policy and, if so, what the appropriate sanction should be are in the form of recommendations to the Executive Director of Safety or his/her designee.

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<sup>2</sup> Factors to consider in determining whether extraordinary aggravation exists include, but are not limited to: Commission of acts which demonstrate a continued inability or unwillingness to conform to expected standards of conduct; Commission of an act which causes a continuing, disruptive effect on the efficient and/or safe operations of the Department or clearly constitute a substantial risk to public safety; Commission of an act which calls into serious question the member's trustworthiness and/or integrity so as to interfere with the continued performance of his/her assigned duties and responsibilities, or which demonstrate a serious lack of the ethics, character or judgment necessary to hold the position of firefighter; Commission of an act which has had or may be reasonably demonstrated to have, an appreciable negative effect on the general public's confidence and/or trust in the operations of the Department; or Creation of a serious legal or financial risk for the Department or the City arising from the misconduct of a member or the retention of that member.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1057.00</b>
<b>Date:</b>	<b>10-20-2021, <i>eff. 10-20-2021</i></b>
<b>Approved:</b>	<b><i>JAV</i></b>
<b>Review Date:</b>	<b>10-20-2023</b>
<b>Replaces:</b>	<b>Same, dated 03-25-2020</b>

**Topic: DFD Discipline Handbook**

13.2 The Executive Director of Safety or his/her designee considers recommendations but is not bound by them. The Director may approve, modify, or disapprove any recommendation made to him/her. No provision of the City Charter or Civil Service Rules requires the Director to follow the recommendations.

13.3 Disciplinary recommendations and their underlying rationale are considered part of the Executive Director of Safety's deliberative process. Therefore, the Department may develop policies and procedures to limit access to, keep confidential, or otherwise protect recommendations / rationales from public disclosure except as required by law or to the extent necessary to facilitate decision-making at various stages of the disciplinary process.

**Sec. 14 Role of the Chief in the Disciplinary Process**

14.1 It is the responsibility of the Chief or his/her designee to initiate disciplinary action against members of the Fire Department by a written order submitted to the Executive Director of Safety for approval.

14.2 Prior to submitting that order, the Chief must provide written notice to the subject member advising him/her of the charges, an explanation of the evidence supporting those charges (generally in the form of a CODA) and an opportunity to respond to the charges at a pre-disciplinary meeting.

14.3 In reviewing disciplinary recommendations made to him/her and in making any recommendation to the Director of Safety or his/her designee, the Chief is guided by the provisions of the Charter, the Civil Service Rules, the Rules and Regulations and policies and procedures of the Department, and all other laws relevant to the imposition of discipline.

14.4 The Chief shall make findings as to each allegation considered and shall determine the discipline he/she believes to be appropriate by applying the principles, guidelines and procedures detailed herein. The recommendation shall contain a written summary of his/her findings, the basis for any disciplinary sanction recommended, and an explanation of how the sanction was determined. This summary shall also include the findings as to each allegation, relevant commendatory and/or disciplinary history, any mitigating or aggravating circumstances considered, and any factors which justify the decision to impose a penalty other than the presumptive or a penalty "outside the matrix" as a result of special circumstances.

**Sec. 15 Role of the Executive Director of Safety in Imposing Discipline**

15.1 The Executive Director of Safety or his/her designee is responsible for ordering all discipline, with the exception of reprimands, in the Denver Fire Department. In doing so, the Director of Safety is guided by the provisions of the Charter, the Civil Service Rules, the Rules and Regulations and policies and procedures of the Denver Fire Department, applicable policies of the City and County of Denver and all other laws relevant to the imposition of discipline.



DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1057.00</b>
<b>Date:</b>	<b>10-20-2021, <i>eff. 10-20-2021</i></b>
<b>Approved:</b>	<b><i>JAV</i></b>
<b>Review Date:</b>	<b>10-20-2023</b>
<b>Replaces:</b>	<b>Same, dated 03-25-2020</b>

**Topic: DFD Discipline Handbook**

15.2 The Director of Safety is also empowered with reasonable discretion in exercising his/her authority to administer the Department of Safety.

15.3 The Director of Safety or his/her designee shall review the entire investigative file, the pre-disciplinary letter containing a summary of the facts, the disciplinary and commendation history, the audio recording of the pre-disciplinary hearing held by the Chief, and a listing of the violations considered. The recommended finding as to each violation is listed along with the recommended penalty as to each. The Director or his/her designee shall consider the recommendation of the Chief but is not bound by it.

15.4 If the Director of Safety or his/her designee finds that there are insufficient facts or information to make a final determination of appropriate discipline, the Director of Safety or his/her designee may return the case for further investigation or otherwise order that the facts or information be provided.

15.5 In sustaining any violations or determining the appropriate discipline, the Director of Safety or his/her designee must follow the same rules, principles and guidelines, including the matrix, followed by other reviewers. The Director or his/her designee must determine the conduct category, the discipline level and the presumptive penalty for each violation. He/she must consider whether any relevant disciplinary history justifies an increase in the discipline level and the corresponding presumptive penalty; whether there are any mitigating or aggravating circumstances that justify the imposition of a penalty in the mitigated or aggravated ranges for the appropriate discipline level; and whether there are any special circumstances such as extraordinary mitigation or extraordinary aggravation that would justify a lesser or greater penalty than that allowed by the matrix. He/she shall also consider whether there are any special circumstances that justify reduction in rank or termination, where termination is not the presumptive or aggravated penalty listed by the matrix.

15.6 The Executive Director of Safety or his/her designee may impose a penalty greater or less than that provided for in the matrix when the conduct taken as a whole justifies a finding of special circumstances. If special circumstances are found, the Director of Safety or his/her designee may impose a penalty less than that provided for by the matrix, a reduction in rank, or termination.

**Sec. 16 Negotiated Settlement of Disciplinary Actions**

16.1 The Department and the Executive Director of Safety recognize that, notwithstanding the consistency which is to be achieved by the application of the disciplinary matrix, circumstances may arise which necessitate meaningful settlement discussions between the member, the Department, and the Director of Safety. Therefore, the Director of Safety or his/her designee or the Chief or his/her designee with the approval of the Director of Safety or his/her designee, may engage in settlement discussions with the subject member. These discussions may focus either on the specific violation(s) to be charged and/or the discipline to be imposed. Nonetheless, members should understand that settlement negotiations are not a matter of right and refusal by the Department or the Director of Safety or his/her designee to enter into settlement discussions or to reach a settlement agreement cannot be a basis of any claim of inconsistent treatment.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1057.00</b>
<b>Date:</b>	<b>10-20-2021, eff. 10-20-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>10-20-2023</b>
<b>Replaces:</b>	<b>Same, dated 03-25-2020</b>

**Topic: DFD Discipline Handbook**

16.2 Settlement, while encouraged in appropriate cases, should occur only for legitimate purposes and not in an effort to circumvent the application of the matrix or the purposes and goals of these Conduct Principles and Disciplinary Guidelines. All settlement agreements must be approved by the Director of Safety or his/her designee.

**Sec. 17 Confidentiality in the Discipline Process**

17.1 All persons who are involved in the investigation and the review of misconduct, recommend disciplinary findings or sanctions, make decisions at any stage in the disciplinary process, or otherwise participate in the administration of the disciplinary process, as well as their legal or Department representatives, are obligated to keep disciplinary deliberations, recommendations, and rationales confidential except where:

- 1.) Disclosure is necessary for the administration of the disciplinary process;
- 2.) Approved by the Chief or the Executive Director of Safety;
- 3.) In accordance with established Department policy and procedure; or
- 4.) Required by the rules of the Civil Service Commission, the ordinances of the City and County of Denver, or any applicable state or federal laws.

**Sec. 18 Conduct Prohibited by Law Involving Driving under the Influence and Driving While Ability Impaired**

As first responders, the Department recognizes the serious public safety issues involved when persons who have consumed alcohol and/or drugs operate motor vehicles. The Department has a significant interest in deterring such misconduct by its members. Therefore, a violation of any rule related to off duty, misdemeanor violations of law involving driving while under the influence or impaired should generally be presumed to merit a suspension equal to three (3) 24-hour shifts (72 hours) or more. While the penalty of 3 shifts is considered presumptive for any off duty, misdemeanor offense, driving while under the influence or impaired is considered a greater safety violation, especially for first responders. As such, higher discipline may be warranted. See Rule and Regulation number 33.

Other factors may be considered which can also increase the disciplinary penalty. These factors include, but are not limited to:

- (a) Driving resulting in death or physical injury;
- (b) Driving resulting in property damage;
- (c) Reckless driving or excessive speeding (20 mph or more over the speed limit);
- (d) Threatening, discourteous, abusive, disrespectful, or unprofessional conduct toward investigating law enforcement officers;
- (e) Attempts to elude apprehension;
- (f) Resisting detention or arrest;
- (g) Carrying a firearm on your person or displaying a firearm;



DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1057.00</b>
<b>Date:</b>	<b>10-20-2021, <i>eff. 10-20-2021</i></b>
<b>Approved:</b>	<b><i>JAV</i></b>
<b>Review Date:</b>	<b>10-20-2023</b>
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**Topic: DFD Discipline Handbook**

- (h) Attempting to improperly influence the investigation by use of the member's position in the Department;
- (i) Leaving the scene, tampering with or altering evidence, making false statements to investigators, or other attempts to avoid detection or responsibility;
- (j) Prior alcohol related law violations or Department violations;
- (k) The loss of or restrictions to driving privileges; and
- (l) A blood alcohol level of .15 or greater.

**Sec. 19 Soliciting Preferential Treatment (i.e., Badging)**

Rule & Regulation 13 is the Department's rules, prohibiting members from "using official position or authority for personal profit or advantage, including kickbacks."

While this can encompass a range of potential misconduct, this rule is most often seen when members attempt to use their position as Department members (i.e., displaying a badge or identifying themselves as fire fighters) to solicit preferential treatment not extended to the general public, such as during a traffic stop.

All members of the Department should understand that the inappropriate use of their position as a member of the Department to solicit any preferential treatment or benefit to which they would not otherwise be entitled is considered highly objectionable and, if proven, will be disciplined accordingly. It is vital to the reputation of the Department that all members conduct themselves in a manner that does not create the perception that members have an expectation of being treated differently, believe they are entitled to benefits others would not be entitled to, or should not be held as accountable for their actions as others would be.

Factors which should be considered by the reviewer include, but are not limited to, the intent of the offending member, the type of preferential treatment or benefit being solicited, the person or entity being solicited, and the manner in which the solicitation is carried out or attempted.

One factual situation of note is the circumstance of a member interacting with law enforcement, i.e., in a domestic dispute, or when stopped for a traffic violation. While no member should have the expectation that he/she is entitled to be treated differently from the general public; nor should the member attempt to dissuade the officer from carrying out his/her duties based upon the fact that he/she is a fellow civil servant, nonetheless, there are times when identifying oneself as a firefighter may be necessary for safety reasons. For example, if an arson investigator who is carrying a concealed weapon is contacted by law enforcement, safety considerations may mandate that the member immediately inform the contacting officer that he or she is in possession of a weapon. Reviewers should carefully consider the circumstances when a member identifies themselves as a fire fighter for safety reasons, in response to a legitimate law enforcement inquiry, or for any other reason that is not in furtherance of seeking personal advantage. Violations of RR – 13 should only be sustained when the member is seeking preferential treatment or some other personal advantage.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1057.00</b>
<b>Date:</b>	<b>10-20-2021, <i>eff. 10-20-2021</i></b>
<b>Approved:</b>	<b><i>JAV</i></b>
<b>Review Date:</b>	<b>10-20-2023</b>
<b>Replaces:</b>	<b>Same, dated 03-25-2020</b>

**Topic: DFD Discipline Handbook**

However, under no circumstances should a member attempt to obtain preferential treatment based on his or her employment status.

**ATTACHMENTS TO THIS DIRECTIVE:**

- DFD – Discipline Matrix (Categories – Violations and Discipline Level Assignments Table)**
- DFD - Rules and Regulations**
- DFD – Penalty Table**

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# DENVER FIRE DEPARTMENT DISCIPLINE MATRIX

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Violations and Discipline Level Assignments Table

## Denver Fire Department Discipline Matrix

### Definitions of Conduct Categories A- F

- A. Conduct that has a minimal negative impact on the operations or professional image of the Department.
- B. Conduct that has more than a minimal negative impact on the operations or professional image of the Department; or negatively impacts relationships with other firefighters, employees or agencies, or the public.
- C. Conduct that has a pronounced negative impact on the operations or professional image of the Department; or on relationships with other firefighters, employees, agencies, or the public.
- D. Conduct that is substantially contrary to the guiding principles of the Department or that substantially interferes with its operations or professional image; or that involves a demonstrable serious risk to firefighter, employee or public.
- E. Conduct that involves the serious abuse or misuse of authority, unethical behavior, or an act that results in an actual serious and adverse impact on the Department's mission; or on firefighter, employee or public safety; or to the professionalism of the Department.
- F. Any violation of law, rule or policy which: foreseeably results in death or serious bodily injury; or regardless of the resulting injury, constitutes a willful and wanton disregard of department guiding principles or its mission; or involves any act which demonstrates a serious lack of the integrity, ethics or character related to a firefighter's fitness to hold his or her position; or which involve serious or abusive conduct, including abuse of authority; or involves any conduct which constitutes the failure to adhere to any condition of employment required by contract or mandated by law.

Violations and Discipline Level Assignments Table

<b>Category A:</b> <b>Conduct that has a minimal negative impact on the operations or professional image of the Department.</b>			
<b>1<sup>st</sup> Violation in 3 Years Penalty Level 1</b>		<b>2<sup>nd</sup> Violation in 3 Years Penalty Level 2</b>	
<b>3<sup>rd</sup> Violation in 3 Years Penalty Level 3</b>			
<u>Examples include, but are not limited to:</u>			
RR-1	Non-exempt employees shall not perform unauthorized work outside of their established work schedule. (A-B)		
RR-2	Members shall not neglect their duties. This includes failure to file required reports. (A-C)		
RR-5	Members shall observe written departmental or agency regulations, policies or rules. (A-F)		
RR-8	Members shall not be careless in performance of duties and responsibilities... (A-F)		
RR-24	Members shall maintain satisfactory working relationships with co-workers, other City employees, and the public. (A-C)		
RR-25	Members shall follow department training protocols. (A-C)		
RR-29	Members shall report charges or conviction of crimes. This provision does not apply to zero-point traffic offenses. (A-F)		
RR-31	Members shall not engage in conduct which violates DFD's Department Directives, the City Charter, the Denver Revised Municipal Code, Executive Orders, or any other applicable legal authority. (A-F)		
RR-39	Member shall not engage in: a. conduct prejudicial to the good order and effectiveness of the department or agency or conduct that brings disrepute on or compromises the integrity of the City. (B-F) b. insubordination. (B-F)		

**Violations and Discipline Level Assignments Table Category A:**

- Any prior sustained violation in a category greater than or equal to the current violation shall increase the penalty level by 1. The prior Violation must be within the specified time frame of the current violation.

- Any prior sustained violation within the specified time frame, in a category lower than the current violation, may be considered as an aggravating factor.

\* Violations that appear in multiple categories will require the Department to compare the underlying conduct to the definitions contained in each category to identify the appropriate category for the violation.

\*\* The 4<sup>th</sup> or subsequent sustained violation of the same RR, within the specified time frame, may result in more severe disciplinary recommendations.

The language of some of the rules in this chart has been modified or shortened in the interest of space. Please see the rule itself for complete language.

**Denver Fire Department Discipline Matrix**

Violations and Discipline Level Assignments Table

<b>Category B:</b> <b>Conduct that has more than a minimal negative impact on the operations or professional image of the Department; or that negatively impacts relationships with other firefighters, employees, agencies or the public.</b>					
<b>1<sup>st</sup> Violation in 4 Years Penalty Level 2</b>		<b>2<sup>nd</sup> Violation in 4 Years Penalty Level 3</b>		<b>3<sup>rd</sup> Violation in 4 Years Penalty Level 4</b>	
<u>Examples include, but are not limited to:</u>					
RR-1	Non-exempt employees shall not perform unauthorized work outside of their established work schedule. (A-B)	RR-10	Members shall use City resources in compliance with all rules and policies... (B-D)		
RR-2	Members shall not neglect their duties. This includes failure to file required reports. (A-C)	RR-14	Members shall not accept a gratuity/favor for services required on the job. (B-D)		
RR-3	Members shall not report to work after the scheduled start time of the shift. (B-C)	RR-17	Members shall not lie to superiors or alter or falsify records. (Includes, but not limited to, duties, disciplinary actions, or work hours.) (B-F)		
RR-4	Members shall not be absent from work without authorization, or abuse paid sick time off, sick leave or other types of leave. (B-D)	RR-19	Members shall not: a. possess any alcoholic beverage while on duty. (B-D) b. consume any intoxicating substance while off duty to an extent that results in the commission of an act that brings discredit upon the Department. (B-D)		
RR-5	Members shall observe written departmental or agency regulations, policies or rules. (A-F)	RR-23	Members shall not possess a weapon on City property or a work location without written permission of the Fire Chief or designee. (B-D)		
RR-6	Members shall meet established standards of performance including either qualitative or quantitative standards. (B-F)	RR-24	Members shall maintain satisfactory working relationships with co-workers, other City employees, and the public. (A-C)		
RR-7	Members shall do assigned work the member is capable of doing. (B-F)	RR-25	Members shall follow department training protocols. (A-C)		
RR-8	Members shall not be careless in performance of duties and responsibilities. (A-F)	RR-26	Members shall use safety devices and observe safety regulations... (B-F)		
RR-9	Members shall comply with the lawful orders of an authorized supervisor. (B-D)	RR-29	Members shall report police contact in which the member could be considered a subject, receives criminal charges or is convicted of a crime... (B-F)		

**Violations and Discipline Level Assignments Table Category B:**

- Any prior sustained violation in a category greater than or equal to the current violation shall increase the penalty level by 1. The prior Violation must be within the specified time frame of the current violation.

- Any prior sustained violation within the specified time frame, in a category lower than the current violation, may be considered as an aggravating factor.

\* Violations that appear in multiple categories will require the Department to compare the underlying conduct to the definitions contained in each category to identify the appropriate category for the violation.

\*\* The 4<sup>th</sup> or subsequent sustained violation of the same RR, within the specified time frame, may result in more severe disciplinary recommendations.

The language of some of the rules in this chart has been modified or shortened in the interest of space. Please see the rule itself for complete language

**Denver Fire Department Discipline Matrix**  
**Violations and Discipline Level Assignments Table**

<u>Category B, continued:</u>			
<b>Conduct that has a minimal negative impact on the operations or professional image of the Department.</b>			
<b>1<sup>st</sup> Violation in 4 Years Penalty Level 2</b>	<b>2<sup>nd</sup> Violation in 4 Years Penalty Level 3</b>	<b>3<sup>rd</sup> Violation in 4 Years Penalty Level 4</b>	
<u>Examples include, but are not limited to:</u>			
RR-31	Members shall not engage in conduct which violates DFD's Department Directives, the City Charter, the Denver Revised Municipal Code, Executive Orders, or any other applicable legal authority. (A-F)		
RR-39	Member shall not engage in: a. Conduct prejudicial to the good order and effectiveness of the department or agency or conduct that brings disrepute on or compromises the integrity of the City. (B-F) b. Insubordination. (B-F)		

**Violations and Discipline Level Assignments Table Category B:**

- Any prior sustained violation in a category greater than or equal to the current violation shall increase the penalty level by 1. The prior Violation must be within the specified time frame of the current violation.
  - Any prior sustained violation within the specified time frame, in a category lower than the current violation, may be considered as an aggravating factor.
  - \* Violations that appear in multiple categories will require the Department to compare the underlying conduct to the definitions contained in each category to identify the appropriate category for the violation.
  - \*\* The 4<sup>th</sup> or subsequent sustained violation of the same RR, within the specified time frame, may result in more severe disciplinary recommendations.
- The language of some of the rules in this chart has been modified or shortened in the interest of space. Please see the rule itself for complete language.

**Denver Fire Department Discipline Matrix**  
Violations and Discipline Level Assignments Table

**Category C:**

**Conduct that has a pronounced negative impact on the operations or professional image of the Department; or on relationships with other firefighters, employees, agencies or the public.**

<b>1<sup>st</sup> Violation in 5 Years Penalty Level 3</b>		<b>2<sup>nd</sup> Violation in 5 Years Penalty Level 4</b>		<b>3<sup>rd</sup> Violation in 5 Years Penalty Level 5</b>	
<u>Examples include, but are not limited to:</u>					
RR-2	Members shall not neglect their duties. This includes failure to file required reports. (A-C)	RR-12	Members shall not destroy City records/property without authorization. (C-D)		
RR-3	Members shall not report to work after the scheduled start time of the shift. (B-C)	RR-13	Members shall not use their official position or authority for personal profit or advantage, including kickbacks... (C-F)		
RR-4	Members shall not be absent from work without authorization, or abuse paid sick time off, sick leave or other types of leave. (B-D)	RR-14	Members shall not accept a gratuity/favor for services required on the job. (B-D)		
RR-5	Members shall observe written departmental or agency regulations, policies or rules. (A-F)	RR-15	Members shall not accept, solicit, or pay a bribe. (C-F)		
RR-6	Members shall meet established standards of performance including either qualitative or quantitative standards. (B-F)	RR-16	Members shall not engage in theft of property or materials of any other person while the employee is on duty or on City premises. (C-F)		
RR-7	Members shall do assigned work the member is capable of doing. (B-F)	RR-17	Members shall not lie to superiors or alter or falsify records. (Includes, but not limited to, duties, disciplinary actions, or work hours.) (B-F)		
RR-8	Members shall not be careless in performance of duties and responsibilities. (A-F)	RR-19	Members shall not: a. possess any alcoholic beverage while on duty. (B-D) b. consume any intoxicating substance while off duty to an extent that results in the commission of an act that brings discredit upon the Department. (B-D)		
RR-9	Members shall comply with the lawful orders of an authorized supervisor. (B-D)	RR-20	Members shall not knowingly be present where illegal narcotics/drugs are being used. (C-F)		
RR-10	Members shall use City resources in compliance with all rules and policies... (B-D)	RR-23	Members shall not possess a weapon on City property or a work location without written permission of the Fire Chief or designee. (B-D)		
RR-11	Members shall not engage in theft, destruction, or neglect in the use of City property or property of any agency or entity having a contract with the City. (C-F)	RR-24	Members shall maintain satisfactory working relationships with co-workers, other City employees, and the public. (A-C)		

**Violations and Discipline Level Assignments Table Category C:**

- Any prior sustained violation in a category greater than or equal to the current violation shall increase the penalty level by 1. The prior Violation must be within the specified time frame of the current violation.

- Any prior sustained violation within the specified time frame, in a category lower than the current violation, may be considered as an aggravating factor.

\* Violations that appear in multiple categories will require the Department to compare the underlying conduct to the definitions contained in each category to identify the appropriate category for the violation.

\*\* The 4<sup>th</sup> or subsequent sustained violation of the same RR, within the specified time frame, may result in more severe disciplinary recommendations.

The language of some of the rules in this chart has been modified or shortened in the interest of space. Please see the rule itself for complete language.

**Denver Fire Department Discipline Matrix**  
Violations and Discipline Level Assignments Table



**Category C, continued:**

**Conduct that has a pronounced negative impact on the operations or professional image of the Department; or on relationships with other firefighters, employees, agencies or the public.**

1 <sup>st</sup> Violation in 5 Years Penalty Level 3	2 <sup>nd</sup> Violation in 5 Years Penalty Level 4	3 <sup>rd</sup> Violation in 5 Years Penalty Level 5
<u>Examples include, but are not limited to:</u>		
RR-25	Members shall follow department training protocols. (A-C)	
RR-26	Members shall use safety devices and observe safety regulations. (B-F)	
RR-29	Members shall report police contact in which the member could be considered a subject, receives criminal charges or is convicted of a crime... (B-F)	
RR-30	Members shall take appropriate action to correct and eliminate sexual harassment from the workplace. (C-E)	
RR-31	Members shall not engage in conduct which violates DFD's Department Directives, the City Charter, the Denver Revised Municipal Code, Executive Orders, or any other applicable legal authority. (A-F)	
RR-32	Members shall not use derogatory terms toward others, as defined by DFD/City EEO policies. (C-F)	
RR-33	Members shall not be charged with or convicted of a crime on or off duty. (C-F)	
RR-34	Members shall not discriminate or harass any employee or officer of the City because of protected status. (C-F)	
RR-36	Members shall not divulge confidential or otherwise sensitive information to unauthorized individuals. (C-D)	
RR-37	Members shall not fail to appear in court. (C)	
RR-38	Members shall not fail to appear for jury duty. (C)	
RR-39	Member shall not engage in: a. conduct prejudicial to the good order and effectiveness of the department or agency or conduct that brings disrepute on or compromises the integrity of the City. (B-F) b. insubordination. (B-F)	

**Violations and Discipline Level Assignments Table Category C:**

- Any prior sustained violation in a category greater than or equal to the current violation shall increase the penalty level by 1. The prior Violation must be within the specified time frame of the current violation.

- Any prior sustained violation within the specified time frame, in a category lower than the current violation, may be considered as an aggravating factor.

\* Violations that appear in multiple categories will require the Department to compare the underlying conduct to the definitions contained in each category to identify the appropriate category for the violation.

\*\* The 4<sup>th</sup> or subsequent sustained violation of the same RR, within the specified time frame, may result in more severe disciplinary recommendations.

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**Denver Fire Department Discipline Matrix**  
Violations and Discipline Level Assignments Table

**Category D:**

**Conduct that is substantially contrary to the guiding principles of the department or that substantially interferes with its operations or professional image; or that involves a demonstrable serious risk to firefighter, employee or public safety.**

<b>1<sup>st</sup> Violation in 7 Years Penalty Level 5</b>		<b>2<sup>nd</sup> Violation in 7 Years Penalty Level 6</b>		<b>3<sup>rd</sup> Violation in 7 Years Penalty Level 7</b>	
<u>Examples include, but are not limited to:</u>					
RR-4	Members shall not be absent from work without authorization, or abuse paid sick time off, sick leave or other types of leave. (B-D)	RR-14	Members shall not accept a gratuity/favor for services required on the job. (B-D)	RR-5	Members shall not accept, solicit, or pay a bribe. (C-F)
RR-5	Members shall observe written departmental or agency regulations, policies or rules. (A-F)	RR-15	Members shall not accept, solicit, or pay a bribe. (C-F)	RR-6	Members shall not engage in theft of property or materials of any other person while the employee is on duty or on City premises. (C-F)
RR-6	Members shall meet established standards of performance including either qualitative or quantitative standards. (B-F)	RR-16	Members shall not engage in theft of property or materials of any other person while the employee is on duty or on City premises. (C-F)	RR-7	Members shall not lie to superiors or alter or falsify records. (Includes, but not limited to, duties, disciplinary actions, or work hours.) (B-F)
RR-7	Members shall do assigned work the member is capable of doing. (B-F)	RR-17	Members shall not lie to superiors or alter or falsify records. (Includes, but not limited to, duties, disciplinary actions, or work hours.) (B-F)	RR-8	Members shall not: a. possess any alcoholic beverage while on duty. (B-D) b. consume any intoxicating substance while off duty to an extent that results in the commission of an act that brings discredit upon the Department. (B-D)
RR-8	Members shall not be careless in performance of duties and responsibilities. (A-F)	RR-19	Members shall not: a. possess any alcoholic beverage while on duty. (B-D) b. consume any intoxicating substance while off duty to an extent that results in the commission of an act that brings discredit upon the Department. (B-D)	RR-9	Members shall not knowingly be present where illegal narcotics/drugs are being used. (C-F)
RR-9	Members shall comply with the lawful orders of an authorized supervisor. (B-D)	RR-20	Members shall not knowingly be present where illegal narcotics/drugs are being used. (C-F)	RR-10	Members shall not possess a weapon on City property or a work location without written permission of the Fire Chief or designee. (B-D)
RR-10	Use of City resources for personal use. (B-D)	RR-23	Members shall not possess a weapon on City property or a work location without written permission of the Fire Chief or designee. (B-D)	RR-11	Members shall use safety devices and observe safety regulations. (B-F)
RR-11	Members shall not engage in theft, destruction, or neglect in the use of City property or property of any agency or entity having a contract with the City. (C-F)	RR-26	Members shall use safety devices and observe safety regulations. (B-F)	RR-12	Members shall use safety devices and observe safety regulations. (B-F)
RR-12	Members shall not destroy City records/property without authorization. (C-D)	RR-26	Members shall use safety devices and observe safety regulations. (B-F)	RR-13	Members shall not threaten, fight with, intimidate, or abuse employees or officers of the City, or any other member of the public, for any reason. (D-F)
RR-13	Members shall not use their official position or authority for personal profit or advantage, including kickbacks. (C-F)	RR-27	Members shall not threaten, fight with, intimidate, or abuse employees or officers of the City, or any other member of the public, for any reason. (D-F)		

**Violations and Discipline Level Assignments Table Category D:**

- Any prior sustained violation in a category greater than or equal to the current violation shall increase the penalty level by 1. The prior Violation must be within the specified time frame of the current violation.

- Any prior sustained violation within the specified time frame, in a category lower than the current violation, may be considered as an aggravating factor.

\* Violations that appear in multiple categories will require the Department to compare the underlying conduct to the definitions contained in each category to identify the appropriate category for the violation.

\*\* The 4<sup>th</sup> or subsequent sustained violation of the same RR, within the specified time frame, may result in more severe disciplinary recommendations.

The language of some of the rules in this chart has been modified or shortened in the interest of space. Please see the rule itself for complete language.

**Denver Fire Department Discipline Matrix**  
Violations and Discipline Level Assignments Table

**Category D, continued:**

**Conduct that is substantially contrary to the guiding principles of the department or that substantially interferes with its operations or professional image; or that involves a demonstrable serious risk to firefighter, employee or public safety.**

1 <sup>st</sup> Violation in 7 Years Penalty Level 5	2 <sup>nd</sup> Violation in 7 Years Penalty Level 6	3 <sup>rd</sup> Violation in 7 Years Penalty Level 7
<u>Examples include, but are not limited to:</u>		
RR-29	Members shall report police contact in which the member could be considered a subject, receives criminal charges or is convicted of a crime... (B-F)	
RR-30	Members shall take appropriate action to correct and eliminate sexual harassment from the workplace. (C-E)	
RR-31	Members shall not engage in conduct which violates DFD's Department Directives, the City Charter, the Denver Revised Municipal Code, Executive Orders, or any other applicable legal authority. (A-F)	
RR-32	Members shall not use derogatory terms toward others, as defined by DFD/City EEO policies. (C-F)	
RR-33	Members shall not be charged with or convicted of a crime on or off duty. (C-F)	
RR-34	Members shall not discriminate or harass any employee or officer of the City because of protected status... (C-F)	
RR-36	Members shall not divulge confidential or otherwise sensitive information to unauthorized individuals. (C-D)	
RR-39	Member shall not engage in: a. Conduct prejudicial to the good order and effectiveness of the department or agency or conduct that brings disrepute on or compromises the integrity of the City. (B-F) b. Insubordination. (B-F)	
RR-40	Members shall not engage in a strike, sabotage, or work slowdown. (D-F)	

**Violations and Discipline Level Assignments Table Category D:**

- Any prior sustained violation in a category greater than or equal to the current violation shall increase the penalty level by 1. The prior Violation must be within the specified time frame of the current violation.

- Any prior sustained violation within the specified time frame, in a category lower than the current violation, may be considered as an aggravating factor.

\* Violations that appear in multiple categories will require the Department to compare the underlying conduct to the definitions contained in each category to identify the appropriate category for the violation.

\*\* The 4<sup>th</sup> or subsequent sustained violation of the same RR, within the specified time frame, may result in more severe disciplinary recommendations.

The language of some of the rules in this chart has been modified or shortened in the interest of space. Please see the rule itself for complete language.

**Denver Fire Department Discipline Matrix**  
Violations and Discipline Level Assignments Table

**Category E:**

**Conduct that involves the serious abuse or misuse of authority, unethical behavior, or an act that results in an actual serious and adverse impact on the Department's mission; or on firefighter, employee or public safety; or to the professionalism of the Department.**

<b>1<sup>st</sup> Violation – No Time Limit Penalty Level 6</b>		<b>2<sup>nd</sup> Violation – No Time Limit Penalty Level 7</b>		<b>3<sup>rd</sup> Violation – No Time Limit Penalty Level 8</b>	
<u>Examples include, but are not limited to:</u>					
RR-5	Members shall observe written departmental or agency regulations, policies, or rules. (A-F)	RR-20	Members shall not knowingly be present where illegal narcotics/drugs are being used. (C-F)		
RR-6	Members shall meet established standards of performance including either qualitative or quantitative standards. (B-F)	RR-26	Members shall use safety devices and observe safety regulations. (B-F)		
RR-7	Members shall do assigned work the member is capable of doing. (B-F)	RR-27	Members shall not threaten, fight with, intimidate, or abuse employees or officers of the City, or any other member of the public, for any reason. (D-F)		
RR-8	Members shall not be careless in performance of duties and responsibilities. (A-F)	RR-28	Members shall not intimidate or retaliate against an individual who has been identified as a witness, party, or representative of any party to any hearing or investigation relating to any disciplinary procedure, or any violation of a city, state, or federal rule, regulation or law, or against an employee who has used a dispute resolution process in good faith. (E-F)		
RR-11	Members shall not engage in theft, destruction, or neglect in the use of City property or property of any agency or entity having a contract with the City. (C-F)	RR-29	Members shall report police contact in which the member could be considered a subject, receives criminal charges or is convicted of a crime... (B-F)		
RR-13	Members shall not use their official position or authority for personal profit or advantage, including kickbacks. (C-F)	RR-30	Members shall take appropriate action to correct and eliminate sexual harassment from the workplace. (C-E)		
RR-15	Members shall not accept, solicit, or pay a bribe. (C-F)	RR-31	Members shall not engage in conduct which violates DFD's Department Directives, the City Charter, the Denver Revised Municipal Code, Executive Orders, or any other applicable legal authority. (A-F)		
RR-16	Members shall not engage in theft of property or materials of any other person while the employee is on duty or on City premises. (C-F)	RR-32	Members shall not use derogatory terms toward others, as defined by DFD/City EEO policies. (C-F)		
RR-17	Members shall not lie to superiors or alter or falsify records. (Includes, but not limited to, duties, disciplinary actions, or work hours.) (B-F)	RR-33	Members shall not be charged with or convicted of a crime on or off duty. (C-F)		

**Violations and Discipline Level Assignments Table Category E:**

- Any prior sustained violation in a category greater than or equal to the current violation shall increase the penalty level by 1. The prior Violation must be within the specified time frame of the current violation.

- Any prior sustained violation within the specified time frame, in a category lower than the current violation, may be considered as an aggravating factor.

\* Violations that appear in multiple categories will require the Department to compare the underlying conduct to the definitions contained in each category to identify the appropriate category for the violation.

\*\* The 4<sup>th</sup> or subsequent sustained violation of the same RR, within the specified time frame, may result in more severe disciplinary recommendations.

The language of some of the rules in this chart has been modified or shortened in the interest of space. Please see the rule itself for complete language.

**Denver Fire Department Discipline Matrix**  
Violations and Discipline Level Assignments Table

**Category E continued:**

**Conduct that is substantially contrary to the guiding principles of the department or that substantially interferes with its operations or professional image; or that involves a demonstrable serious risk to firefighter, employee or public safety.**

1 <sup>st</sup> Violation – No Time Limit Penalty Level 6	2 <sup>nd</sup> Violation – No Time Limit Penalty Level 7	3 <sup>rd</sup> Violation – No Time Limit Penalty Level 8
<u>Examples include, but are not limited to:</u>		
RR-34	Members shall not discriminate or harass any employee or officer of the City because of protected status... (C-F)	
RR-39	Member shall not engage in: a. Conduct prejudicial to the good order and effectiveness of the department or agency or conduct that brings disrepute on or compromises the integrity of the City. (B-F) b. Insubordination. (B-F)	
RR-40	Members shall not engage in a strike, sabotage, or work slowdown. (D-F)	

**Violations and Discipline Level Assignments Table Category E:**

- Any prior sustained violation in a category greater than or equal to the current violation shall increase the penalty level by 1. The prior Violation must be within the specified time frame of the current violation.
  - Any prior sustained violation within the specified time frame, in a category lower than the current violation, may be considered as an aggravating factor.
  - \* Violations that appear in multiple categories will require the Department to compare the underlying conduct to the definitions contained in each category to identify the appropriate category for the violation.
  - \*\* The 4<sup>th</sup> or subsequent sustained violation of the same RR, within the specified time frame, may result in more severe disciplinary recommendations.
- The language of some of the rules in this chart has been modified or shortened in the interest of space. Please see the rule itself for complete language.

**Denver Fire Department Discipline Matrix**  
Violations and Discipline Level Assignments Table

**Category F:**

**Any violation of law, rule or policy which: foreseeably results in death or serious bodily injury; or regardless of the resulting injury, constitutes a willful and wanton disregard of department guiding principles or its mission; or involves any act which demonstrates a serious lack of the integrity, ethics or character related to a firefighter's**

<b>fitness to hold his or her position; or which involves serious or abusive conduct, including abuse of authority; or involves any conduct which constitutes the failure to adhere to any condition of employment required by contract or mandated by law.</b>			
<b>1<sup>st</sup> Violation – No Time Limit Penalty Level 8</b>			
<u>Examples include, but are not limited to:</u>			
RR-5	Members shall observe written departmental or agency regulations, policies or rules. (A-F)	RR-17	Members shall not lie to superiors or alter or falsify records. (Includes, but not limited to, duties, disciplinary actions, or work hours.) (B-F)
RR-6	Members shall meet established standards of performance including either qualitative or quantitative standards. (B-F)	RR-18	Making false statements while under oath. (F)
RR-7	Members shall do assigned work the member is capable of doing. (B-F)	RR-20	Member shall not knowingly present where illegal narcotics/drugs are being used. (C-F)
RR-8	Members shall not be careless in performance of duties and responsibilities. (A-F)	RR-21	Members shall not consume, be under the influence, subject to the effects of, impaired by alcohol, an illegal drug or a legal drug being used improperly; while on duty; while performing city business; while in a city facility; or while operating a city vehicle or other equipment... (F)
RR-11	Members shall not engage in theft, destruction, or neglect in the use of City property or property of any agency or entity having a contract with the City. (C-F)	RR-22	Members shall not sell, purchase, transfer or possess an illegal drug or a legal drug improperly: while on or off duty. (F)
RR-13	Members shall not use their official position or authority for personal profit or advantage, including kickbacks. (C-F)	RR-26	Members shall use safety devices and observe safety regulations. (B-F)
RR-15	Members shall not accept, solicit, or pay a bribe. (C-F)	RR-27	Members shall not threaten, fight with, intimidate, or abuse employees or officers of the City, or any other member of the public, for any reason. (D-F)
RR-16	Members shall not engage in theft of property or materials of any other person while the employee is on duty or on City premises. (C-F)	RR-28	Members shall not intimidate or retaliate against an individual who has been identified as a witness, party, or representative of any party to any hearing or investigation relating to any disciplinary procedure, or any violation of a city, state, or federal rule, regulation or law, or against an employee who has used a dispute resolution process in good faith. (E-F)

**Violations and Discipline Level Assignments Table Category F:**

- Any prior sustained violation in a category greater than or equal to the current violation shall increase the penalty level by 1. The prior Violation must be within the specified time frame of the current violation.

- Any prior sustained violation within the specified time frame, in a category lower than the current violation, may be considered as an aggravating factor.

\* Violations that appear in multiple categories will require the Department to compare the underlying conduct to the definitions contained in each category to identify the appropriate category for the violation.

\*\* The 4<sup>th</sup> or subsequent sustained violation of the same RR, within the specified time frame, may result in more severe disciplinary recommendations.

The language of some of the rules in this chart has been modified or shortened in the interest of space. Please see the rule itself for complete language.

**Denver Fire Department Discipline Matrix**  
Violations and Discipline Level Assignments Table

<b><u>Category F, continued:</u></b>
<b>Any violation of law, rule or policy which: foreseeably results in death or serious bodily injury; or regardless of the resulting injury, constitutes a willful and wanton disregard of department guiding principles or its mission; or involves any act which demonstrates a serious lack of the integrity, ethics or character related to a firefighter’s fitness to hold his or her position; or which involves serious or abusive conduct, including abuse of authority; or</b>

<b>involves any conduct which constitutes the failure to adhere to any condition of employment required by contract or mandated by law.</b>			
<b>1<sup>st</sup> Violation – No Time Limit Penalty Level 8</b>			
<u>Examples include, but are not limited to:</u>			
RR-29	Members shall report police contact in which the member could be considered a subject, receives criminal charges or is convicted of a crime... (B-F)		
RR-31	Members shall not engage in conduct which violates DFD's Department Directives, the City Charter, the Denver Revised Municipal Code, Executive Orders, or any other applicable legal authority. (A-F)		
RR-32	Members shall not use derogatory terms toward others, as defined by DFD/City EEO policies. (C-F)		
RR-33	Members shall not be charged with or convicted of a crime on or off duty. (C-F)		
RR-34	Members shall not discriminate or harass any employee or officer of the City because of protected status... (C-F)		
RR-35	Physical conduct or act of a sexual nature involving the use of force. (F)		
RR-39	Member shall not engage in: a. Conduct prejudicial to the good order and effectiveness of the department or agency. (B-F) b. Insubordination. (B-F)		
RR-40	Members shall not engage in a strike, sabotage, or work slowdown. (D-F)		

**Violations and Discipline Level Assignments Table Category F:**

- Any prior sustained violation in a category greater than or equal to the current violation shall increase the penalty level by 1. The prior Violation must be within the specified time frame of the current violation.
  - Any prior sustained violation within the specified time frame, in a category lower than the current violation, may be considered as an aggravating factor.
  - \* Violations that appear in multiple categories will require the Department to compare the underlying conduct to the definitions contained in each category to identify the appropriate category for the violation.
  - \*\* The 4<sup>th</sup> or subsequent sustained violation of the same RR, within the specified time frame, may result in more severe disciplinary recommendations.
- The language of some of the rules in this chart has been modified or shortened in the interest of space. Please see the rule itself for complete language.

## DENVER FIRE DEPARTMENT RULES AND REGULATIONS

Conduct Category	Rule Number	ACTS OF MISCONDUCT
		<b>PERFORMANCE</b>
A-B	1.	Non-exempt employees shall not perform unauthorized work outside of their established work schedule.
A-C	2.	Members shall not neglect their duties. This includes failure to file required reports.
B-C	3.	Members shall not report to work after the scheduled start time of the shift.
B-D	4.	Members shall not be absent from work without authorization, or abuse paid sick time off, sick leave or other types of leave.
A-F	5.	Members shall observe written departmental or agency regulations, policies or rules.
B-F	6.	Members shall meet established standards of performance including either qualitative or quantitative standards.
B-F	7.	Members shall do assigned work the member is capable of doing.
A-F	8.	Members shall not be careless in performance of duties and responsibilities.
B-D	9.	Members shall comply with the lawful orders of an authorized supervisor.
		<b>ETHICS</b>
B-D	10.	Members shall use City resources in compliance with all rules and policies. (includes, but not limited to, not engaging in unauthorized use of the internet, email, telephone, or other electronic devices for personal use.)
C-F	11.	Members shall not engage in theft, destruction, or neglect in the use of City property or property of any agency or entity having a contract with the City.
C-D	12.	Members shall not destroy City records/property without authorization.
C-F	13.	Members shall not use their official position or authority for personal profit or advantage, including kickbacks.
B-D	14.	Members shall not inappropriately accept a gratuity/favor for services required on the job.
C-F	15.	Members shall not accept, solicit, or pay a bribe.
C-F	16.	Members shall not engage in theft of property or materials of any other person while the employee is on duty or on City premises.



**DENVER FIRE DEPARTMENT RULES AND REGULATIONS**

B-F	17.	Members shall not lie to superiors or alter or falsify records. (Includes, but not limited to: duties, official documents, Internal Affairs investigations, disciplinary actions, or work hours.)
F	18.	Members shall not make false statements while under oath.
<b>ALCOHOL/NARCOTICS &amp; DRUG USE</b>		
B-D	19.	Members shall not: a. possess any alcoholic beverage while on duty.  b. consume any intoxicating substance while off duty to an extent that results in the commission of an act that brings discredit upon the Department.
C-F	20.	Members shall not knowingly be present where illegal narcotics/drugs are being used.
F	21.	Members shall not consume, be under the influence, subject to the effects of, or impaired by alcohol, an illegal drug or a legal drug being used improperly; while on duty; while performing city business; while in a city facility; while representing themselves as a member of the Department; or while operating a City vehicle or other equipment. The consumption of alcohol by an off-duty employee that does not violate Executive Order 94, is not a violation of this rule.
F	22.	Members shall not sell, purchase, transfer or possess an illegal drug or a legal drug improperly: while on or off duty.
<b>Conduct Category</b>	<b>Rule Number</b>	<b>ACTS OF MISCONDUCT</b>
<b>WORKPLACE SAFETY</b>		
B-D	23.	Members shall not possess a weapon on City property or a work location without written permission of the Fire Chief or designee.
A-C	24.	Members shall maintain satisfactory working relationships with co-workers, other City employees, and the public.
A-C	25.	Members shall follow department training protocols.
B-F	26.	Members shall use safety devices and observe safety regulations. i.e. When failure to use safety devices results in injury to self or others; jeopardizes the safety of self or others; or results in damage or destruction of City property.
D-F	27.	Members shall not threaten, fight with, intimidate, or abuse employees or officers of the City, or any other member of the public, on or off duty, for any reason.

## DENVER FIRE DEPARTMENT RULES AND REGULATIONS

E-F	28.	Members shall not intimidate or retaliate against an individual who has been identified as a witness, party, or representative of any party to any hearing or investigation relating to any disciplinary procedure, or any violation of a city, state, or federal rule, regulation or law, or against an employee who has used a dispute resolution process in good faith.
<b>LEGAL COMPLIANCE</b>		
B-F	29.	Members shall report police contact in which the member could be considered a subject, receives criminal charges or is convicted of a crime. This provision does not apply to zero-point traffic offenses.
C-E	30.	Members shall take appropriate action to correct and eliminate sexual harassment from the workplace.
A-F	31.	Members shall not engage in conduct which violates DFD's Department Directives, the City Charter, the Denver Revised Municipal Code, Executive Orders, or any other applicable legal authority.
C-F	32.	Members shall not use derogatory terms toward others, as defined by DFD/City EEO policies.
C-F	33.	Members shall not: a. be charged with or convicted of a crime, on or off duty. b. be charged with driving under the influence of alcohol and/or drugs. (Conduct Category D as defined in Directive 1057.00 Section 18)
C-F	34.	Members shall not discriminate or harass any employee or officer of the City because of race, color, creed, religion, national origin, gender, sexual orientation, marital status, military status, age, disability, or political affiliation, or any other status protected by federal, state, or local laws. This includes making derogatory statements based on race, color, creed, religion, national origin, gender, sexual orientation, marital status, military status, age, disability, or political affiliation, or any other status protected by federal, state, or local laws. Discipline for this prohibited conduct does not have to rise to the level of violation of any relevant state or federal law before an employee may be disciplined and the imposition of such discipline does not constitute an admission that the City violated any law.
D-F	35.	Members shall not engage in physical force against another person on or off duty or acts of a sexual nature involving the use of force on or off duty.
<b>CONDUCT UNBECOMING</b>		
C-D	36.	Members shall not divulge confidential or otherwise sensitive information to unauthorized individuals.
C	37.	Members shall not fail to appear in court.
C	38.	Members shall not fail to appear for jury duty.
		Member shall not engage in:

**DENVER FIRE DEPARTMENT RULES AND REGULATIONS**

B-F	39.	a. conduct prejudicial to the good order and effectiveness of the department or agency or conduct that brings disrepute on or compromises the integrity of the City.  b. insubordination.
D-F	40.	Members shall not engage in a strike, sabotage, or work slowdown.

# Denver Fire Department

## Penalty Table

Discipline Level	Mitigated Penalty	Presumptive Penalty	Aggravated Penalty
1		Non-Disciplinary Corrective Action	Reprimand
2	Non-Disciplinary Corrective Action	Reprimand	8-16 Hour Fine/Suspension
3	Reprimand	1 Day Fine/Suspension* (24 hours)	1-2 Day Fine/Suspension (24-48 hours)
4	1 Day Fine/Suspension (24 hours)	2 Day Fine/Suspension (48 hours)	2-3 Day Fine/Suspension (48-72 hours)
5	1-2 Day Fine/Suspension (24-48 hours)	3 Day Fine/Suspension (72 hours)	4-5 Day Fine/Suspension (96-120 hours)
6	6-7 Day Fine/Suspension (144-168 hours)	10 Day Fine/Suspension (240 hours)	12-14 Day Fine/Suspension (288-336 hours)
7	15-18 Day Fine/Suspension (360-432 hours)	20 Day Fine/Suspension (480 hours)	Termination
8	30 Day Fine/Suspension (720 hours)	Termination	

\* As noted in the Disciplinary Handbook, suspended/fined days are calculated using a 24-hour shift. Employees facing suspension who are assigned regular shifts that are under 24 hours, will have any suspension/fined time adjusted as necessary so that suspended hours will be the same regardless of shift length. Fined time is time that will be taken from a member's accrued leave banks. Suspended time may be made up of time off duty or time removed from accrued leave banks or both. Whether suspended time is served as time off and/or by removal of accrued leave from a member's bank is at the discretion of the Chief (or his/her designee).

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1058.00</b>
<b>Date:</b>	<b>11-21-19</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>11-21-21</b>
<b>Replaces:</b>	<b>Same, dated 01-13-17</b>

**Topic: Performance Evaluation**

**PURPOSE:** The Performance Evaluation (PE) is a measure of an individual’s ability to physically perform essential functions required in the occupation of firefighting. The Denver Fire Department has established a minimum level of acceptable performance that protects the safety of the firefighter and provides for the appropriate delivery of fire suppression and rescue services for the citizens and visitors of the City and County of Denver. This Department Directive shall serve as a guideline for the administration of the PE and corrective procedures for members failing to meet acceptable performance levels.

**SCOPE:** Annually, the following personnel shall be required to perform a Performance Evaluation:

- A. All members assigned to fire suppression duties, Operations, and Denver International Airport (DIA).
- B. Any members transferring from a Subdivision to Operations who have not completed the PE within the last calendar year.
- C. Members returning to duty from any absence that exceeds 180 days.

Only members in the final year of the DROP are excused from participating. All other individuals contemplating retirement are still required to participate in the evaluation.

**Performance Evaluation (PE)**

The Performance Evaluation (PE) is a test of an individual’s ability to physically perform essential functions of firefighting. After Year 3, the Department has established a minimum acceptable time performance level. This level of performance protects the safety of the firefighter and will provide for the appropriate delivery of fire suppression and rescue services. The established minimum acceptable time performance is 10:47. For continuity, legitimacy, and impartiality, all PE’s will be administered by a member of the Peer Fitness Team.

Prior to beginning any portion of the PE, resting vitals will be taken for each firefighter. The measurement of resting vitals can be obtained in one of three ways. They may be taken on-site by a Peer Fitness Trainer. They may be assessed by a member of the testing member’s crew at the station the same day as the Performance Evaluation prior to your arrival. Or, the member may receive clearance from their Primary Care Physician prior to their scheduled PE. Members wishing to have vitals assessed by a crew member or clearance from their doctor shall utilize the appropriate forms which are attached, i.e., Crew Integrity Vitals Assessment Form or Performance Evaluation Physician Clearance Form.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1058.00</b>
<b>Date:</b>	<b>11-21-19</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>11-21-21</b>
<b>Replaces:</b>	<b>Same, dated 01-13-17</b>

**Topic: Performance Evaluation**

Vitals will no longer be documented as specific to each member but noted instead as a pass/fail based on the Department's physician approved standard.

Prior to beginning any portion of the PE, resting vitals will be taken for each firefighter. In order to proceed with the PE, the participants must have a blood pressure lower than 160/100 and a pulse of less than 110 beats per minute. The diastolic number must be under /100 no matter the systolic number in order to proceed with testing.

All personnel are required to be dressed in a complete NFPA approved personal protective clothing ensemble to participate in the PE. This ensemble includes helmet with ear flaps, Nomex hood, coat, bunker pants, boots, fire gloves, SCBA and face piece.

Event 1 is timed separately from the rest of the PE and does not count in the final time. PE evaluation time will begin once the firefighter begins Event #2 and will not stop until Event #10 is completed. During the course of this test, individuals WILL BE ALLOWED TO RUN ONLY DURING EVENT 5.

The 10 events of the PE are:

**Event 1: Timed Protective Equipment Donning**

This event allows the firefighter to safely don his/her complete set of personal protective equipment in a timely manner. Firefighter is given 2 minutes to don full personal protective equipment (boots, pants, coat, hood, helmet, gloves, SCBA and face piece) and demonstrate the ability to properly 'go on air.' Firefighters will begin this evolution in either their Class B, C, or workout apparel. Participants have the option of starting with or without their footwear on. Time will begin when the firefighter first touches their PPE and will end when they clap their gloved hands together. Failure to completely don in under 2 minutes will be something for the individual's company officer to address and follow up on as this is a CMCB standard.

**NOTE: FIREFIGHTER WILL BE ON AIR FOR THE REST OF THE PE AND THEIR EVALUATION TIME WILL BEGIN WHEN THE FIREFIGHTER TOUCHES THE LADDER.**

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1058.00</b>
<b>Date:</b>	<b>11-21-19</b>
<b>Approved:</b>	<b><i>TAB</i></b>
<b>Review Date:</b>	<b>11-21-21</b>
<b>Replaces:</b>	<b>Same, dated 01-13-17</b>

**Topic: Performance Evaluation**

**Event 2: Ladder Lift, Carry, Raise and Extension**

This event simulates the firefighter's ability to place a ladder in service. Firefighter is to move to a position that places them at the proper lifting point of the 24' ladder, perform a one-person lift; carry the ladder 75 feet to a "marked" raising area, raise the ladder, properly brace the ladder against the wall, extend the ladder three rungs, then position the ladder for the proper climbing angle. Firefighters do not need to secure the halyard during this evolution.

MOVE TO THE NEXT EVENT.

**Event 3: Forcible Entry**

This event simulates the firefighter's ability to gain entry into a locked structure. Firefighter is to walk 75 feet to the forcible entry machine, position to either side of the machine, pick up the sledgehammer and repeatedly strike until the buzzer sounds. For this evolution, the forcible entry machine will be set for 850 lb of force.

MOVE TO THE NEXT EVENT.

**Event 4: High Rise Pack**

This event simulates the firefighter's ability to carry a high-rise pack to an upper story location. Firefighter is to walk 75 feet to the high rise pack, the high rise pack will be placed onto the firefighters shoulder or their SCBA bottle, carry the high rise pack 30 feet to the simulated stair platform; simulate climbing 3 floors (completely stepping up and down = 1 step) for a total of 30 steps, carry the high rise pack 30 feet back to the marked area, the high-rise pack will be removed from their shoulder or SCBA bottle. For this evolution, the high-rise pack will be comprised of a 50ft section of 2 in hose and nozzle.

MOVE TO THE NEXT EVENT.

**Event 5 and 6: Hand Line Advancement and Pull**

These events simulate the firefighter's ability to advance and re-position a charged hand line. Firefighter is to walk 75 feet to the 1 ¾" hose line. Move to a position that places them at the proper lifting point of the charged hand line, pick up hand line, advance hand line 75 feet, get into kneeling position; crawl back 50 feet on hands and knees, keeping one hand in constant touch with the hose line until you

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1058.00</b>
<b>Date:</b>	<b>11-21-19</b>
<b>Approved:</b>	<b><i>TAB</i></b>
<b>Review Date:</b>	<b>11-21-21</b>
<b>Replaces:</b>	<b>Same, dated 01-13-17</b>

**Topic: Performance Evaluation**

reach the first coupling. In a kneeling or sitting position, pull back 50 feet of hose until you reach the nozzle; lower nozzle to ground.

MOVE TO NEXT EVENT.

**Event 7: Overhaul**

This event simulates the firefighter's ability to pull ceilings and/or remove debris from above the shoulder level. Firefighter is to walk 75 feet to a position that places them at the proper lifting point of the pike pole, pick up manufactured weighted pike pole and then raise the pike pole 30 times, fully extending and dropping the head of the pole. Both hands must be below the mark on the pike pole. After 30 complete repetitions with arms fully extended, place the pike pole into the marked area.

MOVE TO THE NEXT EVENT.

**Event 8: Equipment Carry**

This event simulates the firefighter's ability to carry equipment from point to point. Firefighter is to walk 75 feet to a position that places them at the proper lifting point of the equipment to be moved, pick up item(s), carry item(s) 75 feet to the marked area, set equipment in marked area, lift and carry the second item(s) 75 feet back to the first marked starting area, set equipment in marked area. For this evolution, the first carry will involve a dual item carry involving both a medical kit and an O2 kit at the same time, weighted at 15 lb each. The second carry involves a single item carry of a humat hydrant adaptor.

MOVE TO NEXT EVENT.

**Event 9: Ventilation**

This event simulates the firefighter's ability to create an opening for ventilation. Firefighter is to walk 75 feet to a position that places them at the proper lifting point of the equipment hammer, pick up the equipment hammer, walk and position himself/herself on the Keiser Sled, repeatedly strike the I-beam (striking point) of the Keiser Sled until it moves a distance of 3 feet (repositioning feet when necessary), dismount the Keiser Sled.

MOVE TO NEXT EVENT.



**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1058.00</b>
<b>Date:</b>	<b>11-21-19</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>11-21-21</b>
<b>Replaces:</b>	<b>Same, dated 01-13-17</b>

**Topic: Performance Evaluation**

Event 10: Victim Rescue

This event simulates the firefighter's ability to perform a victim rescue. Firefighter is to walk 75 feet to a position that places them at the proper lifting point of the 165 lb rescue mannequin, lift and move the rescue mannequin a distance of 75 feet total (traveling 37.5 feet going around the cone and returning 37.5 feet) and return to the starting point. Once the mannequin's feet cross the line, time is stopped, and the firefighter goes off air.

At the conclusion of the test, firefighters will be sent to a rehab station to rehydrate.

**EVALUATION OUTCOMES**

There are 5 possible outcomes for members taking the PE. They are:

1. Successful completion of the PE in the allotted time frame. Concluding the test at or under the prescribed time will demonstrate that the firefighter is physically prepared to perform the essential functions of firefighting. As such, no further action will be needed.
2. Inability to complete the PE within the allotted time.
  - A. Notification of Shift Commander and/or District Chief, Wellness Coordinator, and Immediate Supervisor.
  - B. Within 7 days, member will receive mentoring for improvement and programs that the Denver Fire Department has in place to assist them with successfully improving their time. This meeting will be attended by the Wellness Coordinator, the individual, and the individual's immediate supervisor. Following this meeting, members will be required to sign a form acknowledging their mentoring session and acknowledging whether they plan to take advantage of department resources to improve their time. If the member wants to utilize a Peer Fitness Trainer, one will be assigned to contact them; the member is not required to use Department resources at this time. The member will remain on active duty and retest within 14 days.
  - C. If member successfully completes the PE retest in the allotted time, no further action will be taken.
  - D. If a member fails to complete the PE retest in the allotted time, they will have another meeting. Attending will be their Shift Commander and/or District Chief, the Wellness Coordinator, and Immediate Supervisor. The expectations of the Department will be reiterated and the programs in place to assist the

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

<b>Topic No:</b>	<b>1058.00</b>
<b>Date:</b>	<b>11-21-19</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>11-21-21</b>
<b>Replaces:</b>	<b>Same, dated 01-13-17</b>

**Topic: Performance Evaluation**

individual will be offered again. At this time, PARTICIPATION IN DEPARTMENT PROGRAMS WILL BE MANDATORY UNTIL SUCH TIME THAT THE FIREFIGHTER SHOWS SIGNIFICANT SIGNS OF IMPROVEMENT. Member will remain on active duty and be retested in 30 days.

- E. If a member fails to complete the second PE retest in the allotted time, they will be placed on modified duty and assigned to the Safety and Training Division for 30 days. Their focus will be preparing for successful completion of the PE.
- F. If a member has not shown signs of significant improvement after their 3<sup>rd</sup> retest, member will be deemed unable to safely work in Operations or at DIA and will be reassigned to the Administration Division. Requests for accommodation to a non-suppression assignment may be considered. The member will still have the availability of department programs but will not be able to return to work in Operations or at DIA until they have successfully completed the PE in the allotted time.

3. Failure to complete the PE due to injury or illness.

- A. Notification of Shift Commander and/or District Chief, Wellness Coordinator, and Immediate Supervisor.
- B. Refusal to perform PE secondary to illness or injury constitutes acknowledgment of inability to perform basic job functions and should be considered a failure. Member will be offered department resources. Members will be required to sign a form acknowledging they have been offered department resources to improve their performance. If the member wants to utilize a Peer Fitness Trainer, one will be assigned to contact them. Member will remain on active duty if appropriate and retest within 14 days.
- C. If injury/illness is work-related and not yet reported, the Ouch Line shall be contacted, and the situation must be reported. If required, the member will be transported for treatment at COSH or Concentra. At that point, the Department's modified duty procedure will be followed. Members are expected to adhere to any work restrictions placed upon them.
- D. As their restrictions allow, individuals are expected to work with the Department's Physical Therapist and Peer Fitness Trainers to prepare for the PE.
- E. As a condition of returning to full duty, the firefighter must take/retake the PE. If they successfully complete the evaluation in under 10:47, no further action will be necessary, and they will return to the fire house.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1058.00</b>
<b>Date:</b>	<b>11-21-19</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>11-21-21</b>
<b>Replaces:</b>	<b>Same, dated 01-13-17</b>

**Topic: Performance Evaluation**

F. If a member completes the PE, but fails to finish in under 10:47, the Shift Commander and/or District Chief, Wellness Coordinator, and Immediate Supervisor will be immediately notified. The member **WILL** be returned to active duty status and follow the matrix starting with **EVALUATION OUTCOMES #2** Section D. (pgs. 5,6)

4. Refusal of Vital Assessment/Physician Form

- A. Failure to complete the PE due to refusal of vitals by PFT, crew member or neglecting to bring physician's clearance form prior to time of testing will be considered a failure. The member will remain on active duty and be required to return for testing within 14 days.
- B. If the member fails to return for the retest with the appropriate documentation, the member will be referred to the Administration Division to be scheduled for a Fitness for Duty Evaluation.

5. Members not performing PE due to elevated pretest vitals.

If a firefighter's BP/HR is greater than 160/100 for BPM pulse rate or 110 for their heart rate, they will be instructed to sit, and they will be given at least five minutes to rest before they are retested. If their vitals are still 160/100 or still have a diastolic reading of 100 or greater, they will be placed on Administrative Leave and referred to the Administration Division for a Fit for Duty Evaluation or seek clearance from their Primary Care Physician. These individuals will be required to take the test at a later date.

**SAFETY PRECAUTIONS DURING THE PERFORMANCE EVALUATION**

Firefighter safety is the top priority during the administration of the PE. As such, firefighters and the conditions under which they are performing the evaluation shall be monitored at all times.

A. Environment

The assessment will not be administered at times when environmental conditions, such as extreme temperatures or moisture are present. Firefighters must not be tested in an environment where the temperature is below 45 degrees Fahrenheit, the Apparent Heat Index (temperature and humidity) is greater than 95 degrees Fahrenheit, sustained wind is greater than 20mph, or there is a measurable amount of rain (light drizzle only if working surfaces are safe to

DENVER FIRE DEPARTMENT  
DEPARTMENT DIRECTIVE

<b>Topic No:</b>	<b>1058.00</b>
<b>Date:</b>	<b>11-21-19</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>11-21-21</b>
<b>Replaces:</b>	<b>Same, dated 01-13-17</b>

**Topic: Performance Evaluation**

walk on and props, tools, and test equipment can be kept dry). Standing water on the course must also be dried before beginning the test.

**B. Personnel**

Due to the strenuous nature of the assessment, personnel performing the evaluation shall be monitored at all times. This monitoring shall begin upon the arrival of the testing member and end after the firefighter is released from the rehab station. If an evaluator observes that a participant is physically struggling to complete the assessment, the PE will be terminated, and the individual will be checked to ensure they can return to work. This will be counted as a failure to complete the test and the participant will be subject to the procedure for a participant that fails to complete the PE due to an injury/illness.

If an unsafe act is observed at any time, the PE will be stopped, the participant will be counseled on the safety concern and the evaluation will be restarted (from the beginning) at a later time. Unsafe acts include but are not limited to: improper lifting and carrying techniques and improper striking techniques.

**C. Equipment**

All equipment shall be maintained in proper working order to ensure that each firefighter is tested under the same general conditions. However, in some instances, it will be necessary to use props. All props shall be periodically checked throughout the course of a test day to ensure they are properly calibrated.

The required equipment for the PE shall include:

1. 24 ft Extension Ladder
2. 165 lb Rescue Mannequin
3. Forcible Entry Machine/Prop w/ Sledgehammer
4. Keiser Sled w/ Special Hammer
5. 50 ft of 2" Hose Assembled as a High Rise Pack
6. Weighted 6' Pike Pole
7. O2 Bag (with an O2 cylinder inside)
8. 1 Medical Bag (approximately 15 lb of weight inside)
9. Humat
10. 100' 1 ¾ "simulated" Charged Hand Line with Nozzle
11. 4 Cones
12. 8" Step Box for high-rise pack evolution

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1058.00</b>
<b>Date:</b>	<b>11-21-19</b>
<b>Approved:</b>	<b><i>TAB</i></b>
<b>Review Date:</b>	<b>11-21-21</b>
<b>Replaces:</b>	<b>Same, dated 01-13-17</b>

**Topic: Performance Evaluation**

**PREPARATION FOR PERFORMANCE EVALUATION**

Prior to taking the Work Performance Evaluation, personnel are advised to view the Department video demonstrating each station of the PE. As part of the video, suggested exercises will be demonstrated to assist firefighters in preparing for the assessment.

Members are reminded that while these tasks may not be difficult by themselves, the cumulative assessment can be strenuous. Personnel are advised to engage in a physical fitness program to help prepare for the evaluation. The Denver Fire Department has Peer Fitness Trainers and Physical Therapists that can assist with developing plans or addressing any physical issues that may result from preparing for the PE.

On the day of the Performance Evaluation (PE), it is strongly recommended that personnel refrain from drinking energy drinks and/or consuming large amounts of caffeine (coffee, sodas, etc.). Consuming these drinks can affect your vitals and potentially affect your evaluation.

It is important to fully hydrate 24 hours before the test and up to the actual performance of the evaluation.

**Denver Fire Department  
Crew Integrity Vitals Assessment Form**

I do hereby agree that I performed a thorough and accurate assessment of vitals on:

\_\_\_\_\_ at \_\_\_\_\_ hours.

I found the vitals to be within the range designated by the Denver Fire Department and COSH physician and validated by the City Attorney's Office of Denver.

I \_\_\_\_\_ do hereby agree that my vitals were assessed by the above crew member and fell within the range designated by the Denver Fire Department and COSH physician and validated by the City Attorney's Office of Denver.

Vitals Assessor Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Member Performing PE Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Department Directive 1058.00 states:

**EVALUATION OUTCOMES #5**

*"If a firefighter's BP/HR is greater than 160/100 for BPM pulse rate or 110 for their heart rate, they will be instructed to sit and they will be given at least five minutes to rest before they are retested. If their vitals are still 160/100 or still have a diastolic reading of 100 or greater, they will be placed on Administrative Leave and referred to the Administrative Division for a Fit for Duty Examination or seek clearance from their Primary Care Physician. These individuals will be required to take the test at a later date."*

## Denver Fire Department Performance Evaluation Physician Clearance Form

Annually, each member assigned to fire suppression duties, in the Operations Division or at Denver International Airport, are required to take the Performance Evaluation.

Directive 1058.00 **EVALUATION OUCOMES #5** *“If a firefighter’s BP/HR is greater than 160/100 for BPM pulse rate or 110 for their heart rate, they will be instructed to sit and they will be given at least five minutes to rest before they are retested. If their vitals are still 160/100 or still have a diastolic reading of 100 or greater, they will be placed on Administrative Leave and referred to the Administrative Division for a Fit for Duty Examination or seek clearance from their Primary Care Physician. These individuals will be required to take the test at a later date.”*

The physician should be aware that Performance Evaluation (PE) is a test of an individual’s ability to perform essential functions of firefighting. This level of performance protects the safety of the firefighter and provides for the appropriate delivery of fire suppression and rescue services. The PE includes daily basic job functions.

These functions include:

- Donning of full bunker gear, SCBA, and going “on air”
- Carry and deploy a 24’ extension ladder and adjusting to proper climbing angle
- Forcible entry to include exerting force to move 850 lb of pressure
- Carry an 18 lb hose pack 30 feet and then simulate climbing three floors (10 steps per floor) and then return pack to storage location
- Extend and advance charged 1¾ hose line a minimum of 50’, then crawl back and pull the 50’ back to your location
- Overhead ceiling breach with pike pole weighing 16 lb
- Equipment carry of two items (medical bags) weighing 15 lb each 75’
- Equipment carry of single item (Humat Hydrant Adaptor) weighing 33 lb 75’
- Roof ventilation simulation with dead blow hammer to move 150 lb object no less than 3’
- Victim rescue simulation of 165 lb dummy 75’

Please provide a medical release of liability within 30 days.

Physician Signature \_\_\_\_\_ Date \_\_\_\_\_

Member Signature \_\_\_\_\_ Date \_\_\_\_\_

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1059.00</b>
<b>Date:</b>	<b>11-09-17</b>
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**Topic: Firefighter Return to Active Suppression Program**

**PURPOSE:** Firefighter Return to Active Suppression Program.

**SCOPE:** This policy is designed to help firefighters who have been out of active suppression for more than 24 months re-assimilate into the suppression environment safely. These steps must be completed prior to reentry into active suppression. There are several steps and it is the responsibility of the returning firefighter to work with the specified divisions to ensure all steps have been completed.

Members may initiate the return to suppression program up to 8 weeks prior to their anticipated transfer date. At a minimum, members shall initiate the program 21 days prior to their anticipated transfer date. Should the transfer date fall within the 21 days before a transfer, the member shall initiate the program as soon as they become aware or should have been aware of the transfer.

#### **PHYSICAL EVALUATION TEST**

COMPLETE THE PERFORMANCE EVALUATION TEST - Firefighters returning to the Operations Division are required to complete the physical evaluation test. If this test was successfully completed within the last calendar year, it will not be required. This test will be performed at the Safety and Training Division by the Health and Wellness staff.

#### **PERSONAL PROTECTIVE EQUIPMENT**

1. **INSPECTION OF PPE** - Firefighters will be required to have all of their personal protective equipment inspected by the Safety and Training Division. Members shall bring their helmet, gloves, hood, and turnout gear for inspection. Staff of the Safety and Training Division will inspect all PPE to ensure that it is safe to return to suppression and that all safety equipment is within specified dates. PPE that is determined to be unserviceable shall be replaced prior to reassignment to the Operations Division.
2. **SCBA FIT TEST/ SAFETY INSPECTION** - Firefighters shall report to Fleet Management for fit testing and safety inspection of their SCBA mask.
3. **HOOD REPLACEMENT PROCEDURES** - Firefighters returning to active suppression should be aware that in an effort to prevent cancer and exposure to toxins, they are required to exchange hoods used during fire suppression with clean hoods. These hoods are available from the Assistant Chief at the fire scene.



DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

<b>Topic No:</b>	<b>1059.00</b>
<b>Date:</b>	<b>11-09-17</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>11-09-19</b>
<b>Replaces:</b>	<b>Same, dated 02-17-17</b>

**Topic: Firefighter Return to Active Suppression Program**

**SCBA OPERATIONS**

Members shall review the operating procedures of the SCBA. The staff of the Safety and Training Division will work with the firefighter to ensure that they understand and can safely perform the following, prior to being assigned to suppression:

1. Operation of the SCBA
2. Safe filling procedures of the SCBA bottles
3. Proper donning technique
4. Use of the Buddy Breather system

**REVIEW SOGs AND DEPARTMENT DIRECTIVES**

REVIEW PERTINENT SOGs AND DEPARTMENT DIRECTIVES - Firefighters shall review and be familiar with all SOGs and Department Directives that apply to operating within active suppression. These SOGs and Department Directives will be provided to the firefighter by the Administration Division. It is the responsibility of the returning firefighter to be familiar with and understand specified SOGs and Department Directives.

**SUPPRESSION EVOLUTIONS**

FAMILIARIZATION AND THE COMPLETION OF SUPPRESSION EVOLUTIONS – It is of critical importance that firefighters returning to suppression are able to safely function and perform the basic tasks and evolutions needed on the fire ground. Firefighters shall report to the Safety and Training Division and review the proper procedures, and successfully perform the following evolutions:

1. Secure the water supply using a Humat valve
2. Force a door using a forcible entry prop
3. Start a saw and perform a roof ventilation
4. Review search and rescue
5. Review RIT procedures

**INCIDENT COMMAND AND RADIO**

1. INCIDENT COMMAND - Firefighters shall work with the Shift Commander/Red Chief to review and understand the Incident Command System.
2. RADIO PROCEDURES - Firefighters shall work with the Shift Commander/Red Chief to review and understand radio procedures. Firefighters shall be familiar with the following:

**DENVER FIRE DEPARTMENT**

**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1059.00</b>
<b>Date:</b>	<b>11-09-17</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>11-09-19</b>
<b>Replaces:</b>	<b>Same, dated 02-17-17</b>

**Topic: Firefighter Return to Active Suppression Program**

- a. The radio channel lineup
- b. Use of the radio
- c. How to perform a Mayday

**TECHNOLOGY REVIEW**

**FAMILIARIZATION WITH TECHNOLOGY** - Firefighters shall work with Shift Commander/Red Chief to ensure they are familiar with procedures commonly used in the firehouse to be effective when they return to active suppression. Firefighters shall be familiar with and understand the following:

1. Know all pertinent passwords
2. Know how to access Department email
3. Know how to access and use TeleStaff
4. Know how to access and use Kronos
5. Review procedures on completing NFIRS

**OFFICER RESPONSIBILITY REVIEW**

**MOBILE DATA TERMINAL** - Officers shall work with the Shift Commander/Red Chief to review and understand the proper operation of the Mobile Data Terminal (MDT).

1. **BASIC OFFICER RESPONSIBILITY** - Officers shall work with the Shift Commander/Red Chief to understand their work expectations and responsibilities.
2. **SIZE UP/ COMMAND** - Officers shall work with the Shift Commander/Red Chief to understand how to properly size up an emergency incident and assume command. Officers shall be able to demonstrate proficiency in this area to the Shift Commander/Red Chief.

**ENGINEERS/ACTING ENGINEERS RESPONSIBILITY REVIEW**

1. **56-POINT CHECK** - Engineers/Acting Engineers shall work with the Department Driving Coordinator to review the proper procedures in completing a 56-point check. Engineers shall also be familiar with the proper procedures in entering the check on the Department computer.
2. **ENGINE OPERATIONS** - Engineers/Acting Engineers shall work with the Department Driving Coordinator to demonstrate proficiency in engine operations. This shall include following:

**DENVER FIRE DEPARTMENT**

**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1059.00</b>
<b>Date:</b>	<b>11-09-17</b>
<b>Approved:</b>	<b><i>TAB</i></b>
<b>Review Date:</b>	<b>11-09-19</b>
<b>Replaces:</b>	<b>Same, dated 02-17-17</b>

**Topic: Firefighter Return to Active Suppression Program**

- a. Securing a water supply
  - b. Performing 2 hydraulic problems
  - c. Proficiently executing pump operations
3. AERIAL OPERATIONS - Engineers/Acting Engineers shall work with the Department Driving Coordinator to demonstrate proficiency in aerial operations. This shall include the following:
- a. Safely spotting the aerial apparatus
  - b. Deploying the aerial apparatus
  - c. Proficiently executing operations to a roof
  - d. Proficiently executing operations to a window

**SUCCESSFUL COMPLETION**

SUCCESSFUL COMPLETION - Upon the successful completion of the program, firefighters shall deliver the completed sign off sheet to the Administration Division to be included as part of their permanent work record. The Administration Division shall notify the firefighter and Shift Commander/Red Chief of successful completion of the program and approval to return to suppression.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1060.00</b>
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<b>Replaces:</b>	<b>Same, dated 05-26-2021</b>

**Topic: Citizen Compliments and Complaints**

**PURPOSE:** To define a consistent method for receiving, reviewing, and resolving citizen compliments, complaints, and concerns.

**SCOPE:** Applies to all members of the Denver Fire Department

**POLICY:** Upon learning that a citizen wishes to express a compliment, complaint, or concern, the steps below shall be followed.

**Step 1** – Ask the citizen to visit the Denver Fire Department website and click on the DFD Compliments and Complaints link.

**[Denver Fire Department Home Page](https://www.denvergov.org/Government/Departments/Fire-Department)**  
**<https://www.denvergov.org/Government/Departments/Fire-Department>**

**Or use the QR code located on the exterior door at all DFD buildings.**

**Step 2** – If the citizen is unable or averse to filing a complaint online, the following information surrounding the compliment/complaint shall be gathered:

- A. The nature and description of the incident.
- B. The location of incident.
- C. The date and time of the incident.
- D. The name of the reporting party and the name(s) of any witness(es).
- E. The contact information of the reporting party and any witnesses, including: phone number, email address, and physical address of the citizen expressing the concern.
- F. The names of employee(s) or unit(s) involved.
- G. The action desired by the citizen to resolve the complaint or concern.
- H. The name of the member taking the complaint/compliment.
- I. Any actions taken to resolve the complaint or concern.

**Step 3** - The preceding information shall be documented in the electronic complaint form, located on the Denver Fire Department website as listed above, and submitted to the Administration Division within three (3) days.

**Step 4** - Upon receipt of the complaint, the Division Chief of Administration or Designee will determine if the complaint warrants a supervisory review or a formal investigation, as indicated through the Discipline Matrix. If a supervisory review is indicated, the Division Chief of Administration shall forward the complaint to the Division Chief in the affected division. If a formal investigation is warranted, the Division Chief of Administration or Designee will forward

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1060.00</b>
<b>Date:</b>	<b>06-27-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>06-27-2025</b>
<b>Replaces:</b>	<b>Same, dated 05-26-2021</b>

**Topic: Citizen Compliments and Complaints**

a copy of the complaint to the Deputy Fire Chief and to the Internal Affairs Bureau (IAB). Compliments will be recorded by IAB and forwarded to the member via their chain of command.

**Step 5** - In the case of a supervisory review, the Division Chief of the affected division or their designee shall contact the citizen and notify them of receipt of their complaint. In the case of a formal investigation, the Administration Division Chief or Designee shall contact the citizen to acknowledge receipt of their complaint.

**Step 6** - In the case of a supervisory review, the Department will strive to resolve the complaint or concern within seven (7) business days of receipt of the concern or complaint. In cases of a formal investigation, the complaint will be resolved upon completion of a thorough investigation.

**Step 7** - The findings of a formal investigation will be documented and forwarded to the Division Chief of Administration by the Internal Affairs Bureau. The findings of a supervisory review will be documented by the affected Division Chief or their designee and forwarded to IAB within seven (7) days of receiving notice of the complaint.

**Step 8** - Once the complaint is resolved, the citizen(s) and the member(s) will be notified of the findings of the complaint by the reviewing supervisor or by IAB. In the case of a sustained allegation, the complaint may be placed in the member's personnel file along with any associated discipline.

**DEFINITIONS:**

**As defined by the DFD Discipline Handbook, Directive 1057.00:**

**Exonerated:** The alleged actions occurred, but the actions of the member(s) were justified, lawful, and proper. The member(s) acted in compliance with rules, regulations, policies, and procedures.

**Formal Investigation:** A formal investigation will result from a complaint where the complainant makes an allegation of a serious breach of the DFD Code of Conduct or an allegation of behavior which could result in the filing of criminal charges. A formal investigation is conducted by the Internal Affairs Bureau under the supervision of the Division Chief of Administration.

**Supervisory Review:** A supervisory review will result from a complaint in which the complainant makes an allegation of minor misconduct or inappropriate behavior. A supervisory review is generally conducted by the Division Chief or their designee. At a minimum, a supervisory review shall be conducted by a supervisor one level of supervision above the subject(s) of the complaint.

**Sustained Allegation:** An allegation that is supported by sufficient evidence to justify the conclusion that the action(s) which occurred were a violation of Department policies or procedures.

DENVER FIRE DEPARTMENT  
DEPARTMENT DIRECTIVE

<b>Topic No:</b>	<b>1060.00</b>
<b>Date:</b>	<b>06-27-2022</b>
<b>Approved:</b>	<b><a href="#">KV</a></b>
<b>Review Date:</b>	<b>06-27-2025</b>
<b>Replaces:</b>	<b>Same, dated 05-26-2021</b>

**Topic: Citizen Compliments and Complaints**

**Unfounded Allegation:** The allegation(s) are false, did not occur, or are not supported by the facts. The allegation(s) were without merit and did not occur.

**Not Sustained Allegation:** A case in which insufficient evidence exists to prove or disprove the allegation(s). The allegation(s) appeared to have merit; however, there was insufficient evidence to prove or disprove the allegations.

**QR Code:**

## Denver Fire Department Compliments and Complaints



DIRECTIVE

Topic No:	1061.00
Date:	08-23-2022
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Replaces:	Same, dated 07-18-2019

**Topic: Reasonable Accommodations for Individuals with Disabilities and the Interactive Process**

**PURPOSE:** To explain reasonable accommodations for individuals with disabilities and the interactive process.

**SCOPE:** Applies to all Uniformed Members. Civilian employees are covered under Career Service Rule 12.

**I. DISABILITY DISCRIMINATION**

It is the policy of the City to provide equal employment opportunity to qualified individuals with disabilities. This rule is intended to comply with and be interpreted consistently with the Americans with Disabilities Act of 1990 ("ADA"), as amended. In case of a conflict between this rule and the ADA (and its corresponding regulations), the ADA will control. Additional information about the ADA may be found on the Equal Employment Opportunity Commission's website, [www.eeoc.gov](http://www.eeoc.gov).

No appointing authority, official, supervisor, or employee shall discriminate against a qualified individual based on disability with regard to job advancement, discharge, employee compensation, job training, or any terms, conditions, or privileges of employment<sup>1</sup>.

**II. THE AMERICANS WITH DISABILITIES ACT (as AMENDED)**

The ADA prohibits employers from discriminating against “a qualified individual on the basis of disability” and requires employers to determine, if an employee is a qualified individual with a disability, can they perform the essential functions of their position with or without a reasonable accommodation. As such, the Department shall provide a reasonable accommodation to the known physical or mental impairment of an otherwise qualified employee with a disability, unless it can be demonstrated that the accommodation would impose an undue hardship on the operation of the Department or the employee would continue to pose a direct threat to the health and/or safety of themselves, their co-workers, or the public.

**This Order is intended to clarify the specific terms and requirements of the ADA.**

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<sup>1</sup> While the ADA also prohibits discrimination in the hiring process, as that process is handled by the Civil Service Commission, it will not be discussed in this Order. The process for accommodating applicants can be found in Civil Service Commission Rule 3 RECRUITMENT AND SELECTION.

## DIRECTIVE

<b>Topic No:</b>	<b>1061.00</b>
<b>Date:</b>	<b>08-23-2022</b>
<b>Approved:</b>	<b>KV</b>
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**Topic: Reasonable Accommodations for Individuals with Disabilities and the Interactive Process**

**A. Qualified Individual/Employee:**

A qualified employee:

1. Satisfies the required skill, experience, education, and other job-related requirements of the position; and
2. Can perform the *essential functions* of the position with or without reasonable accommodation.

**B. With a Disability**

A disabled individual is an individual who has:

1. A physical or mental impairment that *substantially limits* one or more of the individual's *major life activities*;
2. A record of such impairment; or
3. Been regarded as having such an impairment.

In short, a qualified individual with a disability is an individual 1) with a disability, 2) who can perform the essential functions of the position they hold, or to which they seek assignment or reassignment, 3) with or without reasonable accommodation.

*Essential functions* are included in the job descriptions for the Classified Service positions within the Department and may be further defined by each Division Chief.

*Substantially Limits:* An impairment is substantially limiting if a person is unable to perform an activity as compared to an average person in the general population. An impairment that is episodic or in remission is a disability if it would substantially limit a major life activity when active. The determination of whether an impairment substantially limits a major life activity is made without regard to the ameliorative effects of mitigating measures, such as medications, assistive technology, hearing aids, etc. (with the exception of eyeglasses or contact lenses).



## DIRECTIVE

<b>Topic No:</b>	<b>1061.00</b>
<b>Date:</b>	<b>08-23-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>08-23-2025</b>
<b>Replaces:</b>	<b>Same, dated 07-18-2019</b>

**Topic: Reasonable Accommodations for Individuals with Disabilities and the Interactive Process**

*Major Life Activity:* Under the ADA, “major life activities” include “major bodily functions.” The following non-exhaustive list of major life activities, and major bodily functions includes many that are currently listed in the ADA and are provided solely for the purposes of example:

- Major life activities include, but are not limited to, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, and working.
- Major Bodily Functions include, but are not limited to, functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.

### C. Undue Hardship and Direct Threat

The Department is not required to provide an accommodation that is unreasonable or would cause an undue hardship to the DFD. Undue hardship is based on an individualized assessment of current circumstances that show that a specific accommodation would cause significant difficulty or expense. A determination of undue hardship is based on several factors, including, but not limited to, the nature and cost of the accommodation needed; the effect on expenses and resources of the Department; the impact of the accommodation on DFD operations.

Additionally, it is not a violation of this policy for the Department to apply qualification standards, tests, or selection criteria that screen out, or tend to screen out or otherwise deny a job or benefit, to an individual with a disability if such standards, tests, or selection criteria have been shown to be job-related and consistent with business necessity, and such performance cannot be accomplished by reasonable accommodation. Qualification standards may include a requirement that an individual shall not pose a direct threat to the health or safety of the individual or other individuals in the workplace.

Direct threat means a significant risk to the health or safety of the individual or others that cannot be eliminated by a reasonable accommodation.

## DIRECTIVE

<b>Topic No:</b>	<b>1061.00</b>
<b>Date:</b>	<b>08-23-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>08-23-2025</b>
<b>Replaces:</b>	<b>Same, dated 07-18-2019</b>

**Topic: Reasonable Accommodations for Individuals with Disabilities and the Interactive Process**

### III. INTERACTIVE PROCESS (IAP)

The Denver Fire Department shall provide a reasonable accommodation to the known physical or mental limitations of an otherwise qualified Firefighter or employee with a disability, unless it can be demonstrated that the accommodation would impose an undue hardship on the operation of the Department or the employee would pose a direct threat to any person. These determinations shall be made through the IAP.

**A. The Department shall initiate an IAP when:**

1. A Firefighter or employee provides notice that they need a reasonable accommodation to perform the essential functions of their position; or
2. The Department has actual or constructive notice that an employee may have a disability for which the employee needs reasonable accommodation.
3. A Firefighter or employee does not have leave available under the Family Medical Leave Act and the Department has actual or constructive notice that the Firefighter or employee may need additional time off.

**B. The IAP shall be a flexible, informal process.** This process involves the Department or agency, the employee, and the Safety HR leave team, and requires the good faith participation of all parties. The leave team may terminate the IAP if the employee fails to cooperate in the process.

**C. The purpose of the IAP shall be to determine if:**

1. The employee has a disability within the meaning of the ADA;
2. If so, whether the employee can perform the essential functions of their position, with or without a reasonable accommodation;
3. If so, whether the employee can be reasonably accommodated.
4. If not, if the employee can be reassigned to an available position where the employee may be able to perform the essential functions of the position with or without a reasonable accommodation.

Any superior officer, supervisor, or manager who received notice of a request for reasonable accommodation shall contact Administration immediately upon receipt of such notice.

DIRECTIVE

Topic No:	1061.00
Date:	08-23-2022
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**Topic: Reasonable Accommodations for Individuals with Disabilities and the Interactive Process**

**IV. DISABILITY DETERMINATION**

- A. In order to make this determination, the Safety HR leave team may request and review medical records and other documentation in the possession, custody, or control of the employee's health care providers. The leave team may also obtain an independent medical evaluation for gathering information needed to make this determination.
- B. If the employee is determined to have a disability as defined in the ADA, the leave team, department or agency, the employee, and potentially the employee's medical provider shall endeavor to identify any reasonable accommodations the employee may need to be able to perform the essential functions of their position. The preferred option generally shall be a reasonable accommodation that allows the employee to remain in their existing job.
- C. If the employee is determined not to have a disability as defined in the ADA, or it is determined that the employee cannot be reasonably accommodated, or reassigned, the leave team will end the IAP and the matter will be referred back to the agency. The agency may initiate disqualification proceedings if the employee remains unable to perform the essential functions of their position.

**V. RE-ASSIGNMENT**

- A. Classified Service employees with a disability are eligible to seek re-assignment to vacant Career Service positions as a form of accommodation if they cannot be reasonably accommodated in their Classified Service position. Should a Classified Service employee with a disability be re-assigned to a vacant Career Service position as a form of accommodation, the employee will no longer be a Classified Service employee, but instead will be a new Career Service employee.
- B. Under this circumstance, the employee will be entitled to the pension given to Career Service employees after the appropriate number of years of service for vesting within the Career Service system. The employee is not entitled to retroactive vesting for this pension for their years of service as a Classified Service employee. This rule does not prohibit the employee from purchasing service credits subject to procedures established by the Denver Employees Retirement Plan.

DIRECTIVE

Topic No:	1061.00
Date:	08-23-2022
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**Topic: Reasonable Accommodations for Individuals with Disabilities and the Interactive Process**

C. The employee's sick and vacation days that they accrued as a Classified Service employee will not be carried over to the new Career Service position; however, the employee will be given monetary payment for such leave upon separating from the Classified Service, in accordance with the Fire Department's rules and regulations and collective bargaining agreement then in effect. The employee shall accrue paid time off as a new Career Service employee.

**VI. RE-ASSIGNMENT IS NOT AVAILABLE**

Re-assignment is not available to a position that constitutes a promotion. This does not preclude an employee from applying for promotional positions within the Career Service.

The leave team's priority is to identify vacant positions that are equivalent to the employee's current position in terms of pay and benefits, first in the employee's department or agency, and then in other departments or agencies.

If no equivalent positions exist, the leave team's next priority is to identify vacant positions of lower pay and benefits, first in the employee's department or agency, and then in other departments or agencies.

Generally, the reassignment period will last ninety (90) days. If no vacant positions become available during the re-assignment period, or the employee declines positions offered during the reassignment period, the leave team will terminate the IAP and will refer the matter back to the employee's department or agency.

If the firefighter is reassigned to a vacant position, the firefighter shall be provided any reasonable accommodation, as required by the ADA, necessary for the firefighter to perform the essential functions of the reassignment position.

An employee with a disability may decline a re-assignment appointment and request that the leave team continue looking for vacant positions within the reassignment period. However, if an employee declines an offer of reassignment, the employee should do so with the understanding that the leave team may not be able to find another position for the employee during the reassignment period. If another position does not become available during the reassignment period, the leave team may terminate the IAP and refer the matter back to the employee's department or agency, and disqualification proceedings may be initiated.

## DIRECTIVE

<b>Topic No:</b>	<b>1061.00</b>
<b>Date:</b>	<b>08-23-2022</b>
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**Topic: Reasonable Accommodations for Individuals with Disabilities and the Interactive Process**

The Office of Human Resources is not required to reassign a firefighter to a vacant position if the firefighter does not have a disability within the meaning of the ADA. The Office of Human Resources is not required to reassign a firefighter, who is totally disabled and unable to perform the essential functions, with or without reasonable accommodation, of any position in the Career Service, or is unable to work in any capacity.

The Office of Human Resources is not required to create new positions for reassigning an individual with a disability. Reassignment is limited to existing positions or to positions that become vacant in the Career Service within the reassignment period.

If a firefighter is reassigned to an equivalent or demoted position, the reassigned member shall be paid at the step closest to the one they earned in the Classified Service position.

Additional information related to the reassignment process and reassignment to a Career Service position can be found in Career Service Rule 12.

## **VII. LEAVE WITHOUT PAY DURING THE INTERACTIVE PROCESS**

During the interactive process, if a disabled firefighter/employee is unable to perform their existing job, the employee may use any available sick leave, donated sick leave, vacation leave, or compensatory leave authorized by the Collective Bargaining Agreement. If no such paid leave is available, they shall be provided with authorized leave without pay during the interactive process. This policy does not grant any additional sick leave or other paid or unpaid leave beyond what a firefighter would ordinarily be entitled to under the Charter, the Collective Bargaining Agreement in effect, or any other personnel rule.

## **VIII. RETALIATION AND COERCION**

- A.** It is a violation of this Directive to discriminate against any individual because that individual has opposed any act or practice prohibited by this Directive or because that individual filed a grievance or appeal, testified, assisted, or participated in any manner in an investigation, proceeding, or hearing to enforce any provision contained in this Directive.
- B.** It is a violation of this Directive to coerce, intimidate, threaten, harass, or interfere with any individual in the exercise or enjoyment of, or because that individual

DENVER FIRE DEPARTMENT

DIRECTIVE

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**Topic: Reasonable Accommodations for Individuals with Disabilities and the Interactive Process**

aided or encouraged any other individual in the exercise of, any right granted or protected by this Directive (including, but not limited to, making a request for a reasonable accommodation).

**IX. CONFIDENTIALITY AND RECORD KEEPING**

Information obtained during the interactive process regarding the medical history of an employee shall be collected and maintained on separate forms and in separate files and be treated as confidential, except that:

- A. Supervisors, managers, human resources personnel, and other City employees involved in the interactive process may obtain access to such information on a need-to-know basis.
- B. Supervisors, managers, human resources personnel, and other appropriate City employees may be informed regarding necessary restrictions on the work or duties of an employee and necessary accommodations.
- D. Emergency medical care and safety personnel may be informed, when appropriate, if the disability might require emergency treatment.
- E. Information may be given to the state worker's compensation offices, and state second injury funds, in accordance the State of Colorado's worker compensation laws.

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

<b>Topic No:</b>	<b>1062.00</b>
<b>Date:</b>	<b>06-22-17</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>06-22-19</b>
<b>Replaces:</b>	<b>Old Dept. Dir. 104.11, dated 05-01-03</b>

Topic: **Bilingual Firefighter Certification**

**PURPOSE:** To establish a program of bilingual pay compensation for those Denver Fire Department members meeting the requisite level of proficiency to be certified as bilingual in a given language.

**SCOPE:** Applies to any uniformed members(s) of the Denver Fire Department who is proven to be proficient and certified as having the ability to fluently speak a language other than English.

**DEFINITIONS:**

- **Bilingual firefighters:** are defined as those firefighters who are proficient in a language other than English and designated as bilingual firefighters in accordance with procedures published by the Chief of the Department (or designee).
- **Compensation Rate:** Compensation will be in addition to the firefighter's rate of pay, as dictated by the current Collective Bargaining Contract.
- **Level of Proficiency:** Ability to initiate and maintain face-to-face conversation under limited social and work demands.

**OVERVIEW:**

- Proficiency level will be professionally certified. The brief definition listed above is a basic guideline only.
- In addition to non-English languages, the program includes certification in sign language.
- Firefighters who have multiple language skills are eligible to test for, and be certified in, more than one non-English language, but will only be compensated for a single language.
- Once certified, a firefighter receiving bilingual compensation shall respond, if available, to assist when a bilingual firefighter is needed. A list of certified bilingual firefighters will be provided to each District Assistant Chief as well as Fire Dispatch.
- Firefighters may not test for the Bilingual Program until the completion of their probationary period.

**CERTIFICATION PROCESS:**

- Denver Firefighters interested in receiving bilingual compensation will submit a written request "*Request for Bilingual Testing*", identifying the language to be tested, through the chain of command to the Division Chief of Administration

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1062.00</b>
<b>Date:</b>	<b>06-22-17</b>
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<b>Replaces:</b>	<b>Old Dept. Dir. 104.11, dated 05-01-03</b>

**Topic: Bilingual Firefighter Certification**

- Metropolitan State University will provide certification.
- Languages tested by Metropolitan State University include French, German, Italian, Japanese, Spanish, and Russian.
- Certification will consist of two components:
  - (1) A pass/fail conversational scenario
  - (2) A written and translation component.
- For those firefighters who speak other languages than those listed above, qualified personnel (from outside the Denver Fire Department) will be contracted to administer a proficiency test and evaluate the firefighter in their target language.
- A firefighter may only test once every 12 months for a specific language.
- Bilingual Firefighters will be required to re-certify in their target language(s) at 3 year intervals.

**REFERENCES:**

Retrieved June 15, 2017

Denver Police Department "Operations Manual"

120.00 Training, Programs, and Services Pg. 5 and 6

120.04 Bilingual Officer Program Pg. 5 and 6



DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic: Denver Fire Department Chaplaincy Program

Topic No:	1063.00
Date:	08-17-17
Approved:	TAB
Review Date:	08-17-19
Replaces:	Old Dept. Dir. 108.06 titled "Department Chaplain" dated 03-10-99

**PURPOSE:** To enhance Total Wellness resources for DFD members and their families, the Denver Fire Department offers a Chaplaincy program to support members' spiritual, emotional, and relational needs.

**SCOPE:** Applies to all members of the Denver Fire Department and their families, with the expressed purpose of enhancing our members' total wellness and resiliency related to work and life stressors.

**DEFINITIONS:**

- **Position Titles**
  - **Lead Chaplain and Coordinator** - Appointed by the Chief of the Department and acts as director of operations for the Chaplaincy program.
  - **Associate Chaplain** - Assistant to the Lead Chaplain and serves in the capacity of a Chaplain and resource for DFD members and their families.
  - **Chaplain Assistant** - Assistant to the Associate Chaplain and serves in the capacity of a Chaplain and resource for DFD members and their families.

*All Chaplains are honorary officer positions and do NOT include fire command authority*

**CHAPLAINCY GUIDELINES:**

- Identification information and private communications with a Chaplain is strictly confidential and cannot be disclosed by a Chaplain to any person, including management. Any Fire Department or family member may access the Chaplain without having to notify anyone else. Chaplains will respond to incidents or requests to provide spiritual/emotional support and encouragement.

- Applicable Colorado Confidential Clergy Communications Statutes:

**C.R.S. 13-90-107(1)(c).** *Who may not testify without consent.*

**C.R.S. 19-3-304.** *Persons required to report child abuse or neglect.*

**C.R.S. 18-6.5-108.** *Mandatory reports of mistreatment of at-risk elders and at-risk adults with IDD - list of reporters - penalties.*

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1063.00</b>
<b>Date:</b>	<b>08-17-17</b>
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<b>Replaces:</b>	<b>Old Dept. Dir. 108.06 titled "Department Chaplain" dated 03-10-99</b>

**Topic: Denver Fire Department Chaplaincy Program**

- Either Fire Dispatch or the Administration of the Denver Fire Department shall notify the Chaplain by phone, text, or group page of the following incidents:
  - 1) Death, significant injury, hospitalization, or serious illness of a firefighter or family member; whether on- or off-duty.
  - 2) A working fire of "second alarm" or greater.
  - 3) Any incident requiring prolonged scene exposure (rescues, etc.)
  - 4) Incidents involving abnormal exposure: graphic trauma, mass casualties, death or serious injury to a child, civilian fire fatalities or any symptom of abnormal impact on first responders.
  - 5) Any time the Critical Incident Stress Team (CISM Team) is contacted.

**CHAPLAIN DUTIES:**

- If requested, visit hospitalized Department members and members of their families.
- Participate in recruit training as requested by the Fire Chief.
- Be available for counseling members in times of stress or difficulty.
- Attend Fire Department functions.
- Conduct funeral/memorial services as needed and requested.
- Acquire requisite training and be a member of the Critical Incident Stress debriefing team.
- Share availability with other chaplains for "on-call" chaplaincy needs.
- Assist, as available, with public events or public information needs.
- Perform rituals within parameters of the Chaplain's faith tradition and refer to other clergy when appropriate (marriage ceremonies, funerals, baptisms, etc.).
- Provide or outsource training and counseling as qualified and available, such as: marriage and family counseling, relationship training, resiliency, stress management, CISM training, religious classes (upon request only), life coaching or other training as requested by members or family. Chaplains serve to support members in the member's spiritual or religious tradition (or no faith tradition). Chaplains must never proselytize or guide members to any religion or spirituality without an invitation by the member to engage in such conversations.

DENVER FIRE DEPARTMENT

DIRECTIVE

**Topic: GuidanceResources® Employee Assistance Program (EAP)**

<b>Topic No:</b>	<b>1063.01</b>
<b>Date:</b>	<b>11-09-17</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>11-09-19</b>
<b>Replaces:</b>	<b>Old Dept. Dir. 108.07 Office of Employee Assistance (OEA) dated 12-08-99</b>

**PURPOSE:** A resource provided by the City and County of Denver to assist employees going through difficult situations.

**SCOPE:** Applies to all members of the Denver Fire Department, including C.S.A. employees

The GuidanceResources® Employee Assistance Program, or EAP, is an information, counseling, and referral service. This is a benefit available to all employees of the City and County of Denver, their immediate families, and retirees, at no cost to the employee. The primary mission of the Employee Assistance Program is to help those in need secure help available from our community's resources. They are a 24-hour a day, seven days a week program. You can contact them at **877.327.3854** or online at **GuidanceResources.com** by registering with the **Web ID: DENVEREAP**.

The EAP is a confidential service; nothing ever ends up in a personnel file. Human Resources receives only statistical reports on the type and number of Employee Assistance calls. No names or details about who is helped or the nature of problems are discussed with management, unless the employee feels such discussions are in their best interest and authorizes such discussions in writing. The only procedure to follow is that the employee must call before EAP can help.

The EAP is staffed by trained, professional staff with extensive experience in their field. They are familiar and skilled in getting to the problem and the particular assistance needed. There are no "canned" solutions to offer; each situation is as diverse and unique as the people we serve. Whether the problem is work related, personal, financial, or legal, the advice is distinctive to each person's situation.

DENVER FIRE DEPARTMENT  
TECHNICAL SERVICES DIRECTIVE

<b>Topic No:</b>	<b>1064.00</b>
<b>Date:</b>	<b>11-17-2021</b>
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<b>Review Date:</b>	<b>11-17-2023</b>
<b>Replaces:</b>	<b>Same, dated 08-17-17</b>

**Topic:** Procedure for Ordering Uniform Items

**PURPOSE:** To establish a consistent approach and practice for ordering Denver Fire Department uniform items through the Department Warehouse.

**SCOPE:** Applies to all DFD Uniformed Personnel

**GUIDELINES:**

1. Each member is awarded 50 points annually at the **beginning of each calendar year**. A member's account is allowed a maximum of 150 points. Any points over 150 will be forfeited.

\*\* Denver Fire Department members who are expecting a child will be afforded an additional 50 points for use on additional uniform clothing needs.

2. **All DFD uniform orders must be placed at the DFD Warehouse.** Members' orders will be processed and tracked on the DFD Intranet, using "MY DFD." Members can check the number of uniform points their account contains by using "MY DFD." Members may **not** place an online uniform order from locations which are remote from the Warehouse.
3. Once a member takes possession of an ordered item, the member will be given **30 days** to exchange or return it.
4. Specialized items such as Class A uniforms, maternity uniforms, etc., will require the member to visit the vendor on contract, to be sized and fitted.
5. PPE items such as gloves, boots, helmets etc., require DFD Warehouse form, FD U-2, to be completed by the requesting member and signed by the member's Assistant Chief or Division Chief. **This form MUST have a Chief's signature.** The member with the completed FD U-2 may visit the Warehouse during business hours and obtain the requested items.

All PPE Structural Coats and Pants **MUST** be requested through the chain-of-command to the DFD Warehouse Quarter Master Captain.

6. DFD Warehouse hours are M-W-F from 0600-1400; and Tuesday and Thursday from 0600-1200; 720-865-3898

DENVER FIRE DEPARTMENT  
DEPARTMENT DIRECTIVE

<b>Topic No:</b>	<b>1065.00</b>
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**Topic:** Family Medical Leave Policy

**PURPOSE:** The Family Medical Leave Act of 1993 provides eligible employees up to 12 weeks of unpaid job-protected leave every 12 months for their own medical condition, to care for a newborn; an adopted child or foster care child; or for a spouse, child or parent with a serious health condition.

**SCOPE:** Applies to all uniformed and non-uniformed members within the Denver Fire Department.

**FAMILY MEDICAL LEAVE SHALL BE AVAILABLE FOR:**

- For the birth of a son or daughter, and to bond with the newborn child within one year of birth;
- For the placement with the employee of a child for adoption or foster care and to bond with that child within one year of placement;
- To care for an immediate family member, spouse, child, or parent (not a parent “in law”) with a serious health condition;
- To take medical leave when the employee is unable to work because of a serious health condition, or unable to perform the essential functions of their job;
- For qualifying exigencies arising out of the fact that the employee’s spouse, son, daughter, or parent is a covered active duty or call to covered active duty status as a member of the National Guard, Reserves, or Regular Armed Forces.

The FMLA also allows eligible employees to take up to 26 weeks of unpaid leave during a “single 12-month period” to care for a covered service member with a serious injury or illness

**SERIOUS HEALTH CONDITION**

Conditions requiring an overnight stay in a hospital or other medical care facility; conditions that incapacitate you or a family member, (for example, unable to work or attend school) for more than three consecutive days, and have ongoing medical treatment (either multiple appointments with a health care provider, or a single appointment and follow up care such as prescription medication); or chronic conditions that cause occasional periods when you or your family member are incapacitated and require treatment by a health care provider at least twice a year; and pregnancy (including prenatal medical appointments, incapacity due to morning sickness, and medically required bed rest).

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1065.00</b>
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<b>Replaces:</b>	<b>Same, dated 08-17-17</b>

**Topic:      Family Medical Leave Policy**

This Policy would not change any current sick, maternity, or parental leave that is already in place, except when the Family and Medical Leave Act is more generous. If this Policy conflicts with Federal or State law, the Federal or State law is controlling.

**ELIGIBILITY**

Any employee who has been employed for at least 12 months and has worked at least 1250 hours in the 12-month period preceding the beginning of the leave shall be eligible to use family and medical leave.

For more information: <https://www.dol.gov/whd/fmla/fmla-faqs.htm>

**Contact the Safety HR Leave Team for additional information:  
Safety HR Leave Team – 720.913.6764**

DENVER FIRE DEPARTMENT

DIRECTIVE

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<b>Review Date:</b>	<b>01-24-2024</b>
<b>Replaces:</b>	<b>Same, dated 08-17-17</b>

**Topic:** Securing Personnel Records

**PURPOSE:** To ensure that personnel records are properly secured.

**SCOPE:** Applies to all Denver Fire Department Personnel

Personnel records must be safeguarded against unauthorized access. Official personnel records are not authorized to be maintained in DFD firehouses. All hardcopy/paper **official** personnel records located at work assignments other than DFD firehouses, as well as any hardcopy/paper **non-official** (supervisor-maintained) personnel records shall be kept in a secure location, such as a locked cabinet and/or locked office. Electronic personnel records should be maintained in limited access folders, on secured network drives only. Computer users accessing such personnel records should ensure that their computer access is appropriately password protected and that they either lock their computer stations when they are away from the computer and/or that they completely log off the computer. In all cases, such personnel records should only be available to authorized persons as identified by the Chief or designee.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1067.00
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Topic: Contents of Member Lockers/Workspaces

**PURPOSE:** To establish a procedure for removing the contents of assigned lockers and/or workspaces of those members unable or not allowed to remove the contents themselves.

**SCOPE:** Applies to all Denver Fire Department Personnel

If, due to death, injury, disciplinary action, or other reason, a department member is unable to empty the contents of their assigned locker, or other personal workspace, the Administration Division will coordinate the process of recovery and removal of all items. The following procedures shall be adhered to:

- Supervising officers shall ensure that **only** those personnel authorized by the Administration Division may open, inspect, or remove **any** of the locker, desk, or personal workspace contents. Other co-workers or crew members are **not** authorized to do so.
- An Internal Affairs officer will coordinate with a Fire Investigations officer to conduct locker inventories. If unavailable to conduct the inventory, Fire Investigations officers will coordinate and direct fire investigators to conduct the inventory.
- Depending on the circumstances, every effort will be made to complete the inventory within 72 hours.
- Officers conducting the inventory will produce a video recording of the process, to include opening the locker/space and conducting an inventory of contents. Internal Affairs will retain a copy of the recording.
- The contents will then be removed to another location, where the personal property will be properly secured for transfer to the member or designee.
- Department issued equipment, designated as Denver Fire Department property will be documented and returned to the warehouse.
- At the time a member or designee picks up their personal property, they will be required to sign a Release of Personal Property form provided by Internal Affairs.



DENVER FIRE DEPARTMENT

DIRECTIVE

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**Topic: Department Rank Structure**

**PURPOSE:** To identify the Rank Structure and Chain of Command of the DFD.

**SCOPE:** Applies to all uniformed members of the DFD

**CHIEF OF THE DEPARTMENT** – The Appointed Agency Head of the Fire Department. They shall have overall command responsibility of the Department.

**DEPUTY CHIEF OF THE DEPARTMENT** – The Executive Agency Head, next in rank below Chief of the Department. Responsible for the day-to-day operations of the Department, acting as Chief of the Department when the Chief is unavailable.

**DIVISION CHIEF** – The Director of Management. Next in rank below Deputy Chief. Division Chiefs are appointed by the Chief of the Department.

- **Division 1 – Operations:** Directs the management of all suppression activities
- **Division 2 – Fire Prevention:** Directs the management of Fire Prevention and Hazardous Material Compliance
- **Division 3 – Technical Services:** Directs the management of the Repair Shop Facilities, Line Shop, Warehouse, and Fire Communications/Dispatch operations
- **Division 4 – Administration:** Directs the management of Human Resources, Fire Investigations, Internal Affairs, Payroll, Recruiting, and PIO
- **Division 5 – Safety and Training:** Directs entry level training, in-service training, Officer and Engineer promotional development, and R&D activities
- **Division 6 – Airport (DEN):** Directs the management of all aircraft and structural firefighting and training activities at Denver International Airport (DEN)

**SHIFT COMMANDER** – The Manager of Supervision, next in rank below Division Chief. Shift Commanders are appointed by the Chief of the Department. Responsible for management of the Operations Division for emergency response, staffing, and coordination of operational activities. Perform as the Primary Operations Safety Officer and ensure continuity of operations across the Division.

**ASSISTANT CHIEF** – Second level Supervisor, next in rank below Shift Commander. When assigned to suppression, Assistant Chiefs direct rescue and firefighting activities at the command level and manage their fire District on their shift. When assigned to support functions, they act as senior managers within their division.

DENVER FIRE DEPARTMENT

DIRECTIVE

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**Topic: Department Rank Structure**

**CAPTAIN** – First level Supervisor, next in rank below Assistant Chief. When assigned to suppression, Captains direct the activities of their company on their shift, may act as Assistant Chief in the absence of the assigned Assistant Chief, manage or share management of their assigned station, and perform the duties of emergency scene command as appropriate. When assigned to support functions, they perform as senior staff members, responsible for managing their units’ activities as assigned.

**LIEUTENANT** – Supervisor, next in rank below Captain. When assigned to suppression, Lieutenants direct the activities of their company on their shift and perform the duties of emergency scene command as appropriate. When assigned to support functions, Lieutenants serve as line officers who direct and/or complete tasks within the scope of their responsibility.

**ENGINEER** – Next in rank below Lieutenant, a non-supervisory position subordinate to a company officer. Engineers are responsible for the operation and assigned routine maintenance of the apparatus to which they are assigned. Engineers also perform firefighting duties as directed by their company officer.

**TECHNICIAN** – Next in rank below Engineer. A position in either suppression or support service designated by the Chief of the Department. Prior to being appointed, Technicians must show that they possess special skills, technical expertise, and/or training beyond that attained by other Firefighters.

**FIREFIGHTER** – Next in rank below Engineer. When assigned to suppression, firefighters are subordinate to their company officer and perform as team members that mitigate emergency situations as directed. When assigned to support functions, firefighters perform their duties as directed by the officers to which they are assigned.

**EMERGENCY MEDICAL TECHNICIAN (EMT)** – Next in rank below firefighter. EMT is a position in suppression that is subordinate to a company officer in a firehouse and reports to the Operations / EMS Assistant Chief. When assigned as an EMT, members will work as a team to mitigate emergency medical situations as directed. EMTs will not perform firefighting functions.

**MASTER MECHANIC** – The Manager of Supervision, next in rank below the Division Chief. Responsible for management of the Technical Service Division, Apparatus and Equipment Repair Shop. Performs a wide variety of functions surrounding fleet and equipment management including staffing, budgeting, annual planning, specifying, and procurement. Ensures continuity of operations between Divisions within the Department. Works as liaison with other City fleets and various agencies dealing with Citywide issues and programs.

DENVER FIRE DEPARTMENT

DIRECTIVE

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**Topic: Department Rank Structure**

**ASSISTANT MASTER MECHANIC** – Second level Supervisor, next in rank below the Master Mechanic. Direct Supervisor over all personnel within the Mechanic rank. Responsible for all day-to-day operations within the Repair Shop. Performs scheduling and oversight of all repairs both scheduled (preventative) and non-scheduled (daily breakage, road calls, accidents, special projects). Also works with Master Mechanic as liaison with other City fleets and various agencies dealing with Citywide issues and programs.

**MECHANIC** – Next in rank below the Assistant Master Mechanic. Responsible for all repairs and maintenance to equipment and apparatus within the Department as assigned by the Assistant or Master Mechanic. With their skill level are also expected to function autonomously to effect unassigned repairs as needed.

**SUPERINTENDENT OF FIRE ALARM** – The Manager of Supervision, the Superintendent of Fire Alarm reports directly to the Technical Services Division Chief and supervises Fire Systems Technical Specialists that ensures technical equipment used by the Department is functional and reliable. Such equipment includes communication equipment used by Dispatch and response crews, electrical systems within fire stations, fireboxes, in-vehicle computers, IT applications, and the Department's Aerial Support Team.

**ASSISTANT SUPERINTENDENT OF FIRE ALARM** – Second Level Supervisor, the Assistant Superintendent of Fire Alarm assists the Superintendent of Fire Alarm by supervising a portion of the Fire Systems Technical Specialists assigned to his location and acts as the Superintendent of Fire Alarm in their absence.

**FIRE SYSTEMS TECHNICAL SPECIALIST** – Next rank below the Assistant Superintendent of Fire Alarm. Fire Systems Technical Specialist are assigned to install, maintain fire radio, alarm an electrical equipment used in support of dispatching and responding to calls. These functions may also include siren, IT, and drone functions performed by the Lineshop.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1069.00
Date:	01-24-2022
Approved:	JAV
Review Date:	01-24-2024
Replaces:	Same, dated 08-18-17

Topic: Contract Grievance Procedure

**PURPOSE:** To inform all uniformed members of the correct contract grievance procedure.

**SCOPE:** All uniformed members of the DFD

**GRIEVANCE PROCEDURES**

All grievances must be settled in accordance with the spirit and intent of the current Collective Bargaining Agreement/Contract between Denver Firefighters – Local 858 and the City and County of Denver. The following procedures will be adhered to in the processing of all *contract* grievances in the Denver Fire Department:

1. Immediately upon a grievance being filed with a Division Chief, a copy of the grievance **must** be forwarded to the Administration Division Chief.
2. The grievance shall be handled in accordance with Article XV, Section 3, Steps 1 & 2 of the current bargaining agreement between Denver Firefighters Local 858, IAFF, AFL-CIO and the City & County of Denver.
3. In the event that a grievance reaches Step 2, the following members of the City’s negotiating team shall be notified:
  - a. Mayor of Denver  
1437 Bannock Street, Rm 350  
Denver, CO 80202
  - b. Chief of Fire Department  
745 West Colfax Avenue  
Denver, CO 80204
  - c. Safety HR  
1331 Cherokee  
Denver, CO 80202
  - d. Staff Director, Denver City Council  
1437 Bannock, Rm 451  
Denver, CO 80202
  - e. Executive Director of Safety  
1331 Cherokee Street, Rm 302  
Denver, CO 80204
  - f. Denver Chief Finance Officer  
201 West Colfax Avenue, Dept 1010  
Denver, CO 80202
  - g. Employee Relations, Career Service Authority  
201 West Colfax Avenue  
Denver, CO 80202
  - h. City Attorney  
201 West Colfax Avenue, Dept 1207  
Denver, CO 80202

**REFERENCES:** DENVER FIREFIGHTERS COLLECTIVE BARGAINING AGREEMENT - LOCAL 858 and CITY & COUNTY OF DENVER

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic: Confidentiality Guidelines for Department of Safety Peer Support Program

Topic No:	1071.00
Date:	08-18-17
Approved:	TAB
Review Date:	08-18-19
Replaces:	Old Dept. Dir. 108.01, dated 11-24-04

**PURPOSE:** To establish the guidelines for confidentiality pertaining to the Peer Support Team when dealing with peer contacts of any kind.

**SCOPE:** This includes the Peer Support Team, Department Psychologist, and any member that makes a contact with the Peer Support Team.

**DEFINITIONS:**

Peer Contact: This is a subjective term based on the judgement of the Peer Supporter. Whenever a Peer Supporter is contacted (verbal, electronic, phone, referral, etc.) or finds it necessary to contact a member in the capacity of a “Peer Supporter” (not a normal social interaction). Peer Support “contacts” are kept track of by the Peer Supporter only submitting the 1) time and date, and 2) reason for contact into a Google Doc database that is maintained by one of the members of the Peer Support Team designated by the Director of the Peer Support Team.

The Denver Fire Department Peer Support Team is comprised of active and retired members that have attended and completed the Peer Support Academy (see the CISM/Peer Support Directive 1052.00 for detailed information) and act on a “volunteer” basis as Department of Safety Peer Supporters.

The mission of the Peer Support Team is to provide support to our members and family members, which may include, but is not limited to: resources for counseling, relationship issues, drug and alcohol rehabilitation, and psychological, mental, and emotional support.

The Department of Safety personnel acting within the Peer Support Program shall keep all peer contact communications made to them confidential, except when the communication involves any of the following circumstances:

1. Child abuse or neglect, or elder abuse or neglect
2. A risk of physical harm to the member who made the communication (e.g. suicide), or a risk of physical harm to another
3. Criminal activity or activity that goes against the Code of Conduct of the Denver Fire Department
4. On-the-job activity that presents a safety risk to Department personnel or the public
5. When the Peer Supporter is an officer, and keeping the communication confidential conflicts with the duties and responsibilities of an officer.

If any of the above circumstances exist, the Peer Supporter is obligated and shall report the information to the Department Psychologist, Director of the Peer Support Team, and to the appropriate authorities, which may include, depending on the nature of the information, the member’s chain of command, the Administration Division/Internal Affairs, a potential

**DENVER FIRE DEPARTMENT**

**DEPARTMENT DIRECTIVE**

**Topic: Confidentiality Guidelines for Department of Safety Peer Support Program**

<b>Topic No:</b>	<b>1071.00</b>
<b>Date:</b>	<b>08-18-17</b>
<b>Approved:</b>	<b><i>TAB</i></b>
<b>Review Date:</b>	<b>08-18-19</b>
<b>Replaces:</b>	<b>Old Dept. Dir. 108.01, dated 11-24-04</b>

victim, a social services agency, a law enforcement agency, or, if subpoenaed, to a court of law.

**REFERENCES:**

Department Directive 1052.00 CISM/Peer Support Team

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1072.00</b>
<b>Date:</b>	<b>01-24-2022</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>01-24-2024</b>
<b>Replaces:</b>	<b>Same, dated 09-01-17</b>

**Topic: Physical Fitness**

**PURPOSE:** To provide DFD members with the opportunity to maintain a high level of physical fitness, which enhances the Department's total wellness program.

**SCOPE:** Applies to all members of the Denver Fire Department

**Physical Fitness Activity:**

In conjunction with the Department's Wellness Program, all suppression members shall make every effort to participate in one hour of physical fitness during their work shift. Suppression Firefighters may utilize public parks, recreation centers, fitness centers within their first-in district, but shall remain in service at all times. Non-suppression members are encouraged to participate in one hour of physical fitness activity three times per week. All fitness activities shall be approved and coordinated by Assistant Chiefs and/or Division Chiefs. Members commencing new fitness activity should consult their physician prior to beginning any such activity.

When utilizing public facilities, activities shall be limited to walking, jogging, running, weightlifting, and/or calisthenics-type activities. Racquet sports, team sports, or any activity that necessitates the use of special equipment (weight equipment excepted) is unacceptable. If a member is unfamiliar with the proper use of weight equipment, they shall seek advice from representatives at the facility prior to utilizing same.

**Utilization of Fitness Centers:**

Denver Fire members are authorized to utilize fitness centers on-duty (i.e., 24-Hour Fitness, Vasa, etc.) for fitness activity. Members must follow the following guidelines.

1. Must be inside the City and County of Denver
2. Members must have their own membership, **no membership fees to the City**
3. Must be inside their 1<sup>st</sup> due area
4. Abide by the policies set forth in this Directive and the facility

**Utilization of City Recreation Centers:**

The Denver Fire Department has entered into a partnership with the Denver Parks and Recreation Department whereby all on-duty Firefighters will have the opportunity to utilize the City's fitness facilities for one hour per work shift. The Department pays an annual fee for the privilege of providing this one-hour visit to members free of charge. It is imperative that all members follow the established guidelines which have been established by the Parks and Recreation Department.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1072.00</b>
<b>Date:</b>	<b>01-24-2022</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>01-24-2024</b>
<b>Replaces:</b>	<b>Same, dated 09-01-17</b>

**Topic: Physical Fitness**

Fire stations are no longer required to keep a recreation card. Members shall enter the nearest recreation center and the staff will issue a card for the duration of the visit. This administration fully supports any and all physical fitness activities that are deemed appropriate and beneficial to our Department. This Directive is not intended to deter additional Firefighter activities in and around the firehouse; it is merely an addendum to current programs.

**Denver Parks and Recreation Policy for Special User Membership Cards:**

**Purpose:** To provide guidelines for Special User Membership Cards

**Policy:** The Department of Denver Parks and Recreation has created a Special User Membership Card which will allow other City agencies and non-profit organizations access to any of the 30 recreation facilities, in their efforts to make Denver a better place to live and work.

**Guidelines:**

1. All City Recreation centers will grant access to on-duty Denver Fire Personnel in which they will issue a temporary access card. Fire stations are no longer issued recreation center cards.
2. City agencies and non-profit organizations are the only authorized users of the Special User Membership Card. **No exceptions.**
3. Valuables may not be checked at the counter (i.e., wallets, money, watches, keys, etc.) The recreation center is not responsible for stolen items.
4. Special User Membership Cards provide access to the fitness center and weight rooms **only**. ***Special User Membership Card holders*** who wish to use the swimming pool (lap swim), gymnasium for drop-in basketball, or a class (i.e., fitness class) will be charged the appropriate fees.

**Fitness Center Rules:**

1. Please wear proper gym attire and gym shoes – no cleat shoes, bare or stocking feet.
2. Please do not bring any food in the fitness room.
3. No smoking, alcoholic beverages, or illegal drugs.
4. Return weights as well as fitness machines back to their original condition.
5. Use weight equipment at your own risk.\*

\* Members unfamiliar with the proper use of weight equipment shall seek assistance from recreation facility staff.



DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1074.00</b>
<b>Date:</b>	<b>09-01-17</b>
<b>Approved:</b>	<b><i>TAB</i></b>
<b>Review Date:</b>	<b>09-01-19</b>
<b>Replaces:</b>	<b>Old Dept. Dir. 111.05, dated 04-21-03</b>

**Topic: DFD Sick Leave Donation**

**PURPOSE:** The purpose of a sick leave donation policy is to allow members who have experienced a catastrophic event to continue to receive pay and benefits through the use of donated sick leave after their normally allotted leave has been depleted.

**SCOPE:** Applies to all Denver Fire Department uniformed personnel

**ELIGIBILITY**

**Recipients**

- A member is eligible when they have been affected by a personal medical emergency or a family medical emergency, which is likely to result in a substantial loss of income; exceeding twenty-four (24) hours of unpaid leave. This condition must be verifiable and a request submitted in writing to the Administration Division through the proper chain of command.
- A member may apply for donated sick leave when their total leave hours become forty (40) hours or less, but the member must exhaust all sick leave, vacation, and accumulated sick leave (ASL) before becoming eligible to use donated leave.
- The recipient must apply for or have used all available Family Medical Leave Act (FMLA).
- Family members include, as defined by the contract: spouse, son, daughter, mother, father, grandparents, grandchildren, brother, sister, in-laws, or spousal equivalent.

**Donors**

- Members with less than five (5) years on the Department or with a sick leave bank of less than 720 hours may donate a maximum of twenty-four (24) hours in any given year.
- Members with more than five (5) years on the Department may donate a maximum of seventy-two (72) hours in any given year.
- Leave shall be donated in eight-(8) hour increments.
- Sick leave will be transferred on an hour-for-hour basis between all ranks.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1074.00</b>
<b>Date:</b>	<b>09-01-17</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>09-01-19</b>
<b>Replaces:</b>	<b>Old Dept. Dir. 111.05, dated 04-21-03</b>

**Topic: DFD Sick Leave Donation**

- Donation of sick leave shall be strictly voluntary.

**DONATION PROCESS**

Once a member becomes aware that they will need to utilize donated sick leave due to a medical emergency, they shall contact the Administration Division to determine their eligibility. If the member is not able to request the leave, the member's designee (i.e., spouse, parent) may make the request for the member.

Once it is determined that a member is eligible, the member or designee will need to submit the following documentation:

- A letter on official letterhead or on the FMLA Doctor's Certification from the attending doctor stating the nature of the medical condition and expected length of the absence.
- A letter from the member or designee to the Department Chief requesting the use of donated sick leave.

The Chief of the Department will then hold a meeting with the member or designee to determine if the use of donated sick leave will be granted. The Chief of the Department reserves the right to grant or deny the use of donated sick leave on a case by case basis. If granted, the amount of leave the member may take shall be determined by the Chief of the Department.

Once the leave is authorized, the member or designee shall write a letter which states what they wish to disclose to the membership of the medical condition and the number of hours (in eight-hour increments) of donated sick leave being requested. This letter shall then be distributed by the Administration Division to every firehouse and support service. The purpose of the letter is to inform all Firefighters that there is a member in need of donated sick leave.

If a member wishes to donate sick leave to another Firefighter, consent must be given in writing and shall include to whom the sick leave is to be given and the amount he or she wishes to donate. This letter must be sent to the Administration Division where they will be time- and date-stamped as they are received. All donations will be accepted in the order they are received until the amount of leave that has been requested is filled. The donated leave shall then be placed into an account for the recipient, which will be monitored by the Administration Division. Any subsequent donation applications will be returned to the donating member.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1074.00
Date:	09-01-17
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Review Date:	09-01-19
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Topic: DFD Sick Leave Donation

If the requesting member utilizes all available leave before they are capable of returning, the member or designee may apply for additional leave by the process defined earlier in the Policy.

Once a member who has taken leave for a *personal* medical reason is ready to return to work, the member will be required to obtain a return to work pass with “NO RESTRICTIONS” from the employees’ medical clinic. The member will then be required to bring that pass directly to the Administration Division for processing.

**Contacting the Administration Division**

The member or the member’s designee shall contact the Administration Division every Tuesday between 0900 hours and 1200 hours to update the member’s status. If Adminis not contacted at the scheduled time every Tuesday, then effective the following Wednesday, the remaining donated sick leave will be forfeited and returned to the donating member unless a waiver of this provision is granted by the Chief of the Department. The member or the member’s designee will then have option to reapply for donated sick leave.

**Non-Utilized Donated Sick Leave**

Donated sick leave that is not utilized and is eight hours or more will be returned to the donating member’s sick leave bank. Any sick leave less than eight hours will be forfeited. Donated sick leave will be utilized in the order in which it is received.

**Requesting Member**

Utilizing the DFD Internal Correspondence template, the requesting member or designee must include in the “letter of request” (name, Department identification number [F number], rank, assignment, and KD). “On the “SUBJECT” line, the requesting member will write “**REQUESTING DONATED SICK LEAVE.**” In the “Text” “estimated dates off” needed with a “total” number of hours estimated needed, **the hours entered in this field will be the total maximum hours requested by the member.**

**Donating Member**

Utilizing the DFD Internal Correspondence template, the donating member must include in the “letter of donation” (name, Department identification number [F number], rank, assignment). “On the “SUBJECT” line, the requesting member will write “**CONSENT OF DONATION OF SICK LEAVE HOURS.**” In the “Text,” enter the “total” number of hours he or she wishes to donate. The donating member will must email the Administration Division the following: A letter consenting the donation of a specific amount of time to be donated; complete the top line (name, Department identification number [F number], rank, assignment, and KD). On the “Explanation” line, the member will write, “**Donate sick leave to (name of member donating to).**” On the line “Total hours off,” the member will enter the total hours they wish to donate. The hours must be donated in eight- (8) hour increments. **The hours**

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1074.00</b>
<b>Date:</b>	<b>09-01-17</b>
<b>Approved:</b>	<b>TAB</b>
<b>Review Date:</b>	<b>09-01-19</b>
<b>Replaces:</b>	<b>Old Dept. Dir. 111.05, dated 04-21-03</b>

**Topic: DFD Sick Leave Donation**

entered in this field will be deducted from the donating member's sick leave bank as they are used.

**MODIFIED DUTY**

If a requesting member's work shift hours do not accommodate eight- (8) hour increments to facilitate the use of the donated sick leave, the Department may place the member on modified duty to affect a schedule change. Members can only be placed on modified duty if they meet the requirements of the Modified Duty Policy and the duty assignment shift will be eight- (8) hour days for the duration of the required time.

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic: Administrative Leave

Topic No:	1075.00
Date:	09-01-17
Approved:	<i>TAB</i>
Review Date:	09-01-19
Replaces:	Old Dept. Dir. 112.01, dated 03-10-99

**PURPOSE:** To ensure a fair and equitable way for the Department to allow members to attend certain approved events and functions

**SCOPE:** Applies to all members of the Denver Fire Department

Administrative Leave will be granted by the Chief of Department or his/her designee, for the following purposes:

- Required Military Leave
- Union business, as approved by the Collective Bargaining Agreement
- Department-approved training courses
- Funeral Leave
- Jury Duty
- Required Court appearances
- Additional events approved by the Chief of the Department or his/her designee

All requests involving Administrative Leave shall go through their respective Division Chiefs.

**DENVER FIRE DEPARTMENT**

**DEPARTMENT DIRECTIVE**

**Topic:    Loaning Out Department Tools and  
          Equipment**

<b>Topic No:</b>	<b>1076.00</b>
<b>Date:</b>	<b>01-24-2022</b>
<b>Approved:</b>	<i>JAV</i>
<b>Review Date:</b>	<b>01-24-2024</b>
<b>Replaces:</b>	<b>Same, dated 09-01-17</b>

**PURPOSE:** To help ensure fiscal accountability for equipment that has been purchased while providing equipment to citizens who may need it during or shortly after an emergency.

**SCOPE:** Applies to all members of the Denver Fire Department when loaning out equipment after an incident.

Department tools and equipment cannot be loaned out or left at the scene of an incident without the authorization of the Incident Commander and/or the Company Officer. Company Officers are responsible for retrieving that equipment as soon as possible after loaning out any equipment and will be held responsible for tools and equipment which is lost or damaged. Any damage or loss will need to be documented in the form of an internal correspondence to the Fire Chief through the chain of command.

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic: Theft and Vandalism to Fire Department Property

Topic No:	1077.00
Date:	09-01-17
Approved:	TAB
Review Date:	09-01-19
Replaces:	Old Dept. Dir. 113.03, dated 03-10-99

**PURPOSE:** To help ensure fiscal accountability for equipment that has been purchased while providing adequate accountability for loss of Fire Department property.

**SCOPE:** Applies to all members of the Denver Fire Department.

Any time a theft, presumed theft, or vandalism of Fire Department property occurs, it shall be the duty of the officer in charge of said property to notify:

1. The Denver Police Department
2. The Fire Investigation Bureau
3. The District Chief

It is imperative that the theft or vandalism be reported as soon as possible. Due to the costs being incurred from the loss and destruction of Fire Department equipment and supplies, the following policies are effective immediately:

**Accountability**

1. Company Captains will be held responsible for their apparatus and apparatus inventory.
2. House Captains will be held responsible for their station and station inventory.
3. Each member will be held responsible for their personal protective equipment and clothing.

Company Captains shall institute policies for members to follow in inventorying and caring for all equipment. Some items to consider are as follows:

1. A daily inventory conducted by the entire crew with responsibility assigned to each member for certain tools and equipment and initialed by the on-duty Officer for accountability.
2. All Officers will be held responsible for stopping apparatus immediately, including during emergency responses, to retrieve lost equipment.
3. Any members found **negligent** in the loss or destruction of Department equipment will be held responsible for that loss, and may be subject to discipline.

All lost, stolen, or abused Fire Department property must be documented in the form of an internal correspondence to the Fire Chief through the chain of command explaining the actions they have taken.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Return of Equipment upon Retirement

Topic No:	1078.00
Date:	10-05-17
Approved:	TAB
Review Date:	10-05-19
Replaces:	Old Dept. Dir. 113.04 dated 12-08-99

**PURPOSE:** To outline the procedures for return of DFD equipment upon retirement

**SCOPE:** Applies to all uniformed members

At the time of retirement, the member must reconcile all protective equipment (bunking gear, regulator, etc.) that is to be returned to the Department. DFD Warehouse personnel checks off the returned equipment and signs *Form FD1 RET 101 – Denver Fire Department Equipment Return*. If the retiree intends to keep his/her helmet shield, that fact is to be noted on the FD1 RET 101.

The form is signed off by Warehouse personnel and is then to be returned to HR Safety. HR Safety personnel will sign and date the form, save to the retiring member’s personnel file, and send it to Payroll. (Final separation payment will be withheld until the Form FD1 RET 101 is received by Payroll.)

In the course of completing retirement paperwork, the member will complete the Denver Firefighters Protective Association (DFFPA) form indicating that they have or have not kept their helmet shield. Department of Safety Human Resources staff will forward that form to the DFFPA.

If the member kept the shield, s/he provides it to the Association for framing and presentation back to the member at the annual retirement dinner, if the member so desires.

If the member elects NOT to keep the shield they have used, a new shield will be ordered to be presented to the member by the Association.

Members hired after January 1, 1992 are required to return all badges to the Department prior to final retirement benefits being released. Members desiring to retain the various badges acquired during their career may purchase them by making arrangements with Administration.

Any questions may be directed to the Administration Division at 720-913-3481 or 720-913-3451.



DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1080.00
Date:	07-27-2021
Approved:	JAV
Review Date:	07-27-2023
Replaces:	Same, dated 11-09-2017

Topic: DFD Petty Cash Disbursement Policy

**PURPOSE:** To instruct DFD members on petty cash procedures

**SCOPE:** Applies to all DFD Personnel

Petty cash shall be used for payment of incidental expenses or refunds of a **nominal amount** in the regular course of City business, including minor **emergency** repairs that are designed to avoid costly major projects if the situation is left unattended.

**I.** Petty cash funds shall not:

- A. Be advanced in anticipation of an approved purchase.
- B. Exceed \$125 per purchase, including tax.
- C. Be utilized for:
  - 1. Non-emergency repairs, remodeling, or facility projects.
  - 2. Employee appreciation and functions, NO cash or gift cards.
  - 3. Travel expenses

**II.** Reimbursement Procedures:

- A. The individual requesting reimbursement of a qualifying petty cash expense must complete a “Denver Fire Department Petty Cash Reimbursement Form” which can be found in Target Solutions, or a copy may be picked up at Finance Office/Headquarters, or electronically forwarded via email request. All requests must be reviewed and approved by the requester’s Division Chief or designee.
- B. Provide proof of purchase (original receipt), not to exceed \$125, including tax.
  - a. All petty cash requests for food purchases must include an Official Function Form.
- C. Immediately forward the above documents to the respective Division Chief, who will forward to the Petty Cash Processor.
- D. Multiple minor facility repairs or projects performed during the normal course of business shall be pre-approved through the Technical Services Division. This will allow proper accounting of facility issues which may alleviate future significant maintenance problems.
- E. Petty Cash reimbursement payments will be processed through Workday Expense Report process.
  - a. Upon receipt of the Petty Cash Reimbursement Form, Finance will enter the expense in Workday.
  - b. Member will receive an email advising that an expense report is awaiting approval.

**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

<b>Topic No:</b>	<b>1080.00</b>
<b>Date:</b>	<b>07-27-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>07-27-2023</b>
<b>Replaces:</b>	<b>Same, dated 11-09-2017</b>

**Topic: DFD Petty Cash Disbursement Policy**

- c. All payments will be paid via the payment elections in Workday as determined by the employee. Expense payments will NOT be included in paychecks but as a separate payment via the elected payment method.
  - i. Direct deposit payments will be made to the designated account.
  - ii. Checks will be mailed to the address designated in Workday.
  - iii. Petty Cash Expense status can be checked in Workday.

All Petty Cash Processors are responsible for reviewing the Department's handling procedures for disbursing and reimbursing funds and audit/control procedures.

**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

<b>Topic No:</b>	<b>1081.00</b>
<b>Date:</b>	<b>12-15-2020</b>
<b>Approved:</b>	<b><i>DFG</i></b>
<b>Review Date:</b>	<b>12-15-2021</b>
<b>Replaces:</b>	<b>Same, dated 10-01-19</b>

**Topic: Denver Fire Department HIPAA Guidelines**

**PURPOSE:** To establish Health Insurance Portability and Accountability Act (HIPAA) Guidelines for the Denver Fire Department. The Denver Fire Department is a HIPAA hybrid entity that has adopted HIPAA guidelines to best fit the specific business operations of the Department.

**SCOPE:** Applies to all DFD personnel

**Attachment: 1081.00a Denver Fire Department HIPAA Guidelines**

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# 1 INTRODUCTION, PURPOSE, SCOPE AND INTENDED AUDIENCE OF THE DENVER FIRE DEPARTMENT HIPAA PROCEDURES

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## 1.1 INTRODUCTION AND GOVERNANCE

Health Insurance Portability and Accountability Act (HIPAA) is a series of four rules: Security Rule, Privacy Rule, Enforcement Rule and Breach Notification Rule. Collectively these four rules are called HIPAA Rule and are documented in the Code of Federal Regulations (CFR) § 160-164. Denver Fire Department (DFD) is considered a hybrid HIPAA covered entity (CE) and as such must provide to DFD workforce members documented procedures on the implementation of HIPAA Rule. The City and County of Denver (CCD) shall have one HIPAA policy developed by the City Attorney's Office (CAO), but each of the CCD's CE must have procedures specific to their business operations.

The regulatory authority enforcing HIPAA Rule is the Federal Office of Civil Rights (OCR). The governing authority for the CCD compliance to HIPAA is the Information Governance Committee (IGC) as promulgated in Executive Order 143. The Chief Data Protection Officer for the CCD is considered the Chief Privacy Officer for CCD. Each of the CCD's HIPAA hybrid CE must designate an employee to serve as their agency's privacy representative, or onsite privacy officer, to provide onsite guidance for the agency's HIPAA compliance on a day to day basis.

## 1.2 PURPOSE & SCOPE

Each of the CCD's HIPAA hybrid covered entities has been empowered to adapt HIPAA procedures that best fit the specific business operations of the agency. HIPAA, in its entirety, covers a wide range of activities that may not pertain to DFD. The purpose of this procedural manual is to provide tailored HIPAA procedures specific to DFD's business operations.

## 1.3 INTENDED AUDIENCE

- **All DFD Workforce:** This document is intended as a resource for all DFD workforce members, including contingent workers (vendors, interns and contractors) that use DFD client data.
- **Internal/External Auditors:** This document is also intended to document compliance to mandatory privacy requirements and will be reviewed by both internal and external auditors.
- **CCD's Information Governance Committee (IGC):** Executive Order # 143 gave the IGC governing authority to ensure all CCD agencies comply.

# 2 OUTLINE AND QUICK LINKS TO HIPAA PROCEDURES AND GLOSSARY OF TERMS

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[Section 3 Procedures Pursuant to 164.308 Administrative Safeguards](#)

[Section 3.1 Procedures Pursuant to Security Management Process](#)

[Section 3.2 Assigned Security Responsibility Procedure](#)

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[Section 3.3 Workforce Security Procedures](#)

### **3 PROCEDURES PURSUANT TO §164.308 ADMINISTRATIVE SAFEGUARDS**

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This section pertains to the administrative safeguard requirements for implementation of the Security Rule in HIPAA. There are administrative safeguards in the Breach Notification Rule, Enforcement Rule, and the Privacy Rule. Some of these rules are duplicative, but it is a mandate to have specific procedures documented under each of the four HIPAA Rules based upon the CFR as cited in the footnotes.

#### **3.1 PROCEDURES PURSUANT TO SECURITY MANAGEMENT PROCESS**

All DFD workforce members shall abide by all Technology Services (TS) Policies and Procedures as published on [Support Now](#) under the heading of “Knowledge”. The link to Support Now is [https://ccdservice.service-now.com/nav\\_to.do?uri=%2Fsupportnow%3Fid%3Dsearch%26t%3D%26q%3Dpolicy%26search%3D](https://ccdservice.service-now.com/nav_to.do?uri=%2Fsupportnow%3Fid%3Dsearch%26t%3D%26q%3Dpolicy%26search%3D).

All DFD workforce members may request assistance accessing the online policies by contacting the TS help desk at 720-337-4357.

##### **3.1.1 Risk Analysis procedures<sup>1</sup>**

1. The DFD Privacy officer is responsible for completing an accurate and thorough assessment of the potential risks and vulnerabilities to the confidentiality, integrity, and availability of electronic protected health information held by DFD.
  - a. The DFD on site Privacy Officer in coordination with CCD’s Chief Data Protection Officer shall use the industry standard NIST guidance, Special Publication 800-66r: An Introductory Resource Guide for Implementing the Health Insurance Portability Act (HIPAA) Security Rule.
  - b. The DFD Privacy officer shall update the risk analysis as needed.
  - c. The DFD Privacy officer shall develop with CCD’s Chief Data Protection Officer mitigation strategies to address known risks.
  - d. The DFD Privacy officer shall maintain documentation of risk analysis and updates to the risk analysis for no less than six years.
  - e. The DFD Privacy officer shall make the risk analysis available upon request to DFD workforce.

##### **3.1.2 Risk Management procedures<sup>2</sup>**

1. The DFD Privacy officer and CCD’s Chief Data Protection Officer shall implement security measures sufficient to reduce risks and vulnerabilities to a reasonable and appropriate level.
2. Progress on managing risks shall be documented periodically in risk analysis updates and reported out to CCD Information Governance Committee per Executive Order 143.

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<sup>1</sup> § 164.308(a)(1)(ii) Implementation Specifications for Security Management Process

<sup>2</sup> § 164.308(a)(1)(ii)(B) Risk Management

**3.1.3 Workforce Sanctions Procedures<sup>3</sup>**

1. DFD Employees:
  - a. All DFD non-uniform employees fall under the Career Service Authority rules.
  - b. If DFD employees fail to comply with security policies and procedures, the DFD Privacy officer shall alert the appropriate DFD Manager and request the matter be addressed with the Office of Human Resources in accordance with Career Service Authority rules.
    - i. The DFD Supervisor and/or Manager of the impacted employee, and the Office of Human Resources will assess if the employee’s violation falls under Rule 16 – Code of Conduct and Discipline.
2. DFD Contingent Workers:
  - a. For any contingent worker who fails to comply with security policies and procedures, the DFD hiring manager of the contingent worker shall implement sanctions, including termination of contract and/or services.

**3.1.4 Information System Activity Review<sup>4</sup>**

1. TS is the process owner for system activity review for the DFD Server.
  - a. The TS Information Governance Manager shall contact the DFD Privacy Officer to address information system activity, audit reports, and security incident tracking reports.
2. The DFD Privacy Officer and DFD Administration Chief shall monitor DFD users for DFD Server access.
  - a. The DFD Privacy officer and Administration Chief shall use member records to pull reports of access for DFD users to review based upon the user’s role and function.

**3.2 ASSIGNED SECURITY RESPONSIBILITY PROCEDURE<sup>5</sup>**

1. Technology Services (TS) shall be assigned responsibility for the development and implementation of policies and procedures for CCD server and systems on the safety or gov domain.a. DFD’s Privacy Officer shall assist TS as requested in the development and implementation of policies and procedures.
2. DFD’s Privacy Officer shall be assigned as onsite privacy and data security officer for DFD and be the specific point of contact for privacy and data security issues for DFD.
  - a. DFD’s Privacy officer shall immediately collaborate with and contact CCD’s Chief Data Protection Officer on any privacy and/or data security issues.

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<sup>3</sup> § 164.308(a)(1)(ii)(C) Sanction Policy

<sup>4</sup> § 164.308(a)(1)(ii)(D) Information System Activity Review

<sup>5</sup> § 164.308(a)(2) Assigned Security Responsibility

### 3.3 WORKFORCE SECURITY PROCEDURES<sup>6</sup>

DFD in accordance with TS and OHR, shall implement policies and procedures to ensure that all members of the DFD workforce have appropriate access to PHI, and prevent those workforce members who do not have access from obtaining access to PHI.

#### 3.3.1 Authorization and/or Supervision

1. Each DFD Division shall ensure that any workforce member with access to DFD client data, including PHI, is provided ongoing supervision and training in program rules, and on privacy and data security.
2. Each DFD supervisor shall review and approve their employee or workforce member's access to DFD client data, including PHI, and allow access based upon standard DFD business processes.

#### 3.3.2 Workforce clearance procedure<sup>7</sup>

1. DFD follows the Civil Service rules and Career Service rules. OHR business partners ensure all new hires have successfully completed appropriate background checks.
2. The Chief of Administration and EMS Captain shall determine the level of access to DFD client data, including PHI, that is needed for the DFD workforce member based upon the DFD workforce members standard work.
3. Each DFD Division has agency trainers that shall provide division workforce staff with specific training on adhering to program rules, laws, or standards, including the safe handling of protected data.

#### 3.3.3 Termination of access procedures<sup>8</sup>

1. For departing employees/workforce members:
  - a. The Captain of Administration in conjunction with OHR business partner, validates the workforce members last day of work.
  - b. The OHR business partner issues an email to the DFD – Departure Notifications distribution list. The email is formatted as follows:
    - i. Subject line is reason for departure (retirement, resignation, termination.)
    - ii. The employees last day as a DFD employee is noted in the first sentence.
    - iii. The instruction for DFD Division liaison to initiate disabling of access is requested.
    - iv. The employee name, ID number, job title, position number and department is noted.
  - c. The DFD division liaison takes action to disable employee's access based upon the date of departure.
  - d. The DFD CBMS Help Desk takes action to disable access to state interfacing systems based upon the date of departure.

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<sup>6</sup> § 164.308(a)(3)(ii) Workforce Security Implementation

<sup>7</sup> § 164.308(a)(3)(ii)(B) Workforce Clearance Procedure

<sup>8</sup> § 164.308(a)(3)(ii)(C) Termination Procedures

- e. The DFD Administration Captain disables badge access based upon the date of departure.
  - f. If the departure is immediate, the OHR business partner and the DFD supervisor request that access be disabled immediately.
2. For employees transferring
    - a. DFD Administration Captain notifies the DFD division liaison.
    - b. The DFD division liaison follows the transferring employee process as documented by the Administration Division

### **3.4 INFORMATION ACCESS MANAGEMENT PROCEDURES<sup>9</sup>**

DFD shall implement the following procedures for authorizing access to PHI. These procedures are specific to the HIPAA requirement that mandates authorization procedures be documented on how a workforce member is granted access to PHI.

#### **3.4.1 Access authorization and Establishment procedures<sup>10</sup>**

1. New hire process.
  - a. OHR business partner completes all new hire requirements to enroll new employee in Workday (the CCD's enterprise solution for managing employees).
  - b. Workday interfaces with Oracle Identity Management (OIM) and access to email, Kronos, Workday and basic server access is granted based upon position number and job classification of new employee
  - c. The Administration Captain requests via the established division liaison specific access that is required for the new employee.
  - d. DFD's TS Desktop Support Team works with the division liaison and assists in setting up the new hires workstation.
  - e. TS procedures are available on Support Now.
    - i. [How do I request computer access for new employee?](#)
    - ii. [Policy – Account Provisioning](#)
  - f. OHR initiate badge access once all new hire paperwork has been completed, including appropriate background checks.

#### **3.4.2 Access modification procedures<sup>11</sup>**

1. The Administration Captain and EMS Captain shall determine if their employee requires a modification of access based upon the business functions being completed. It is not uncommon for DFD workforce members to require modification of access based on shifting responsibilities and roles within DFD.
2. The DFD division liaison receives the modification request from the Administration Captain or EMS Captain and forwards to DFD data steward, privacy specialist, and/or privacy officer for vetting.

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<sup>9</sup> § 164.308(a)(4)(ii) Information Access Management Implementation

<sup>10</sup> § 164.308(a)(4)(ii)(B) and (C) Access Authorization and Access Establishment and Modification

<sup>11</sup> § 164.308(a)(4) Information access management.



3. The DFD data steward, privacy specialist or privacy officer research the request to determine the appropriate user group and permissions.
4. The DFD data steward, privacy specialist or privacy officer submit the modification of access request to TS via Support Now on behalf of the DFD supervisor.

### **3.5 SECURITY AWARENESS AND TRAINING PROCEDURES<sup>12</sup>**

1. The DFD's OHR shall ensure that all DFD workforce members, including management, participate in both cybersecurity training and privacy training annually.
  - a. The Administration Chief will ensure training is available on demand using the current OHR training application. Currently that application is called CCDU and is hosted through the vendor Skillsoft. Training can be accessed at [www.denvergov.org/CCDu](http://www.denvergov.org/CCDu).
  - b. The Administration Chief shall keep a training record to ensure 100% of the DFD workforce completes mandatory annual training.
2. All new hires, including contingent workers, must complete cybersecurity training and privacy training within 60 days of being hired.
  - a. OHR shall keep a training record to ensure 100% of new hires, including contingent workers, complete mandatory training within 60 days of hire.

#### **3.5.1 Security Reminder Procedures<sup>13</sup>**

1. TS shall issue CCD-wide security reminders in the Denver Employee Bulletins and through other awareness campaigns.

#### **3.5.2 Protection from Malicious Software Procedures<sup>14</sup>**

1. All DFD workforce members shall follow the TS Policy on Malicious Software Protection.
2. DFD privacy training and TS cybersecurity training materials will cover the topic of protection from malicious software.

#### **3.5.3 Password Management Procedures<sup>15</sup>**

1. All DFD workforce members shall follow the TS Policy on Password Management.
2. DFD training materials shall cover the topic of password management.

#### **3.5.4 Log-in Monitoring procedures**

1. TS shall manage log-in monitoring. Currently if a user does not enter the correct password on the 3<sup>rd</sup> attempt, the user is locked out and must contact the TS support desk to gain access.
2. For state interfacing systems, if after a third attempt, the user is locked out and must contact the CBMS and/or Trails helpdesk for a password reset to the State's portal.

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<sup>12</sup> § 164.308(a)(5)(ii) Security Awareness and Training Implementation

<sup>13</sup> § 164.308(a)(5)(ii)(A) Security Reminders

<sup>14</sup> § 164.308(a)(5)(ii)(B) Protection from malicious software

<sup>15</sup> § 164.308(a)(5)(ii)(D) Password Management

### 3.6 SECURITY INCIDENT PROCEDURES<sup>16</sup>

#### 3.6.1 Facility Security Incidents:

1. All DFD workforce members will follow Facilities procedures for security incidents pertaining to DFD facilities. These procedures will be outlined in the DFD COOP.

#### 3.6.2 Reporting Suspected breach of PHI/Incident (please also see Section XX):

1. For data security [incidents](#) related to the suspected unauthorized access, use, disclosure of PHI, all DFD workforce members will immediately notify the DFD privacy officer and/or privacy specialist (Administration Chief) and the CCD Chief Data Protection Officer. This includes suspected [breaches](#) which is covered in [section X](#).
  - a. In addition to, notifying the DFD Privacy officer/Specialist, the DFD workforce member will also notify their immediate supervisor and if applicable TS.
  - b. The DFD supervisor will be responsible for notifying the division's leadership as appropriate of the initial reported incident.
  - c. DFD workforce member will provide the following information to the DFD privacy officer/privacy specialist and the CCD Chief Data Protection Officer:
    - i. Date and time of suspected incident/breach.
    - ii. Type of information that may have been breached, for example, name, address, phone number, email address, etc....
    - iii. Method of data incident or breach. For example, paper file that was lost or stolen, misdirected email, email sent unencrypted, etc.
    - iv. Number of clients impacted. For example, was it only the information of one DFD client or a family? Will need to report exactly how many adults/children potentially impacted.
2. DFD privacy officer and the CCD Chief Data Protection Officer will conduct a breach [4 factor risk analysis](#) to determine if the incident meets the definition of a breach.
  - a. The CCD City Attorney's Officer (CAO) shall be provided and/or shall participate in assessing the results of the 4 factor risk analysis and shall review with CAO to validate if the incident is considered a breach.
3. DFD privacy officer will mitigate harmful effects of the incident to the extent practicable
4. DFD privacy officer will document all incidents and breaches and the outcomes.
  - a. DFD privacy officer shall report quarterly metrics to the CCD Chief Data Protection Officer on all documented incidents and breaches.
  - b. The Information Governance Committee shall review quarterly all CCD HIPAA incidents and breaches and provide guidance as warranted.
5. DFD privacy officer will adapt training and awareness materials to address risks that may be associated with incidents or breaches.
6. If the incident meets the criteria of a breach, the DFD privacy officer will follow the breach notification procedures as documented [in Section X](#).

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<sup>16</sup> § 164.308(a)(6)(ii) Security Incident Procedures Implementation

7. Depending upon the severity of the incident, the DFD supervisor, consultation division leadership and if applicable, consultation with OHR business partners, will determine if workforce sanctions shall be applied.

### **3.6.3 For Phishing Email or Virus:**

1. All DFD workforce members shall immediately notify TS of any suspicious emails and/or virus by either calling the help desk at 720-337-4357 or online via [Support Now](#).
2. If a DFD workforce member clicked on a link or provided log in information in response to a phishing email, the DFD workforce member will immediately change their password and contact the helpdesk to determine if further actions are needed.

## **3.7 CONTINGENCY PLAN<sup>17</sup>**

1. All DFD workforce members will follow TS Disaster Recovery Policy.
  - a. Access the TS policy on Support Now under the Knowledge Bases tab.
2. DFD shall complete a Continuity of Operations Plan (COOP).
3. The DFD Chief, in consultation with DFD Assistant Chief's and CCD Emergency Management, shall enact the COOP in the event of an emergency, including natural disaster or other event impacting facilities where DFD staff are assigned.
4. The Captain of Operations will keep the DFD COOP up to date.
5. Each DFD division will ensure privacy and data security controls are in place for any DFD client data that may need to be accessed, used, disclosed or stored during an activation of the COOP.
6. Each DFD division may use compensating controls as needed to safeguard DFD client data in the event of an activation of the COOP.

## **3.8 WRITTEN CONTRACTS OR OTHER ARRANGEMENT<sup>18</sup>**

1. DFD shall include in all business associate contracts the required business associate language as reviewed and approved by CCD Attorney's Office/Municipal Operations (CAO/Muni-Ops).
  - a. CAO/Muni-Ops drafts the Business Associate Agreement (BAA) language used by DFD
2. DFD shall include language consistent with business associate language in all other written agreements, such as MOU or MOA..
3. All contractors and vendors shall be responsible for contingency planning for safeguarding DFD client data.

## **4 PROCEDURES PURSUANT TO §164.310 PHYSICAL SAFEGUARDS**

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DFD shall implement policies and procedures to limit physical access to electronic information systems and the facilities in which they are housed, while ensuring that properly authorized access is allowed.

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<sup>17</sup> § 164.308(a)(7)(ii) Contingency Plan Implementation

<sup>18</sup> § 164.308(b)(1) Business associated contracts and other arrangements implementation

#### **4.1 FACILITY ACCESS CONTROLS PROCEDURES<sup>19</sup>**

1. DFD shall follow the [TS Policy- Physical Safeguards](#) found on Service Now under the heading Knowledge Bases.
2. DFD workforce members shall ensure that all visitors check in at the front desk and have an escort to needed area.
3. DFD workforce members shall supervise any visitors in secured areas.
4. DFD supervisors shall determine and validate the level of badge access needed for their employees to complete standard business operations.
  - a. DFD Administration Captain and OHR Business Partners assist new employees in gaining badge access.
  - b. OHR must sign off on the badge access form indicating that the new employee has successfully completed necessary background checks.
5. DFD workforce members shall individually badge in prior to entry into secured areas. DFD workforce members are forbidden to ‘piggy back’ into secured areas.

#### **4.2 FACILITY SECURITY PLAN<sup>20</sup>**

1. The Captain of Operations shall ensure a documented security plan is in place. The Captain of Operations shall produce a documented security plan to auditors upon request.

#### **4.3 WORKSTATION USE AND SECURITY<sup>21</sup>**

1. Based upon business functions, all DFD workforce will ensure the security of their work station to prevent unauthorized access, use or disclosure of PHI.
  - a. DFD workforce members will use privacy screens as needed.
  - b. DFD workforce will lock their computers when leaving their desk.
  - c. DFD workforce will keep PHI, PII or any client data secured in locking file cabinets when not in use.
  - d. DFD workforce will alert the Division Chief immediately if they suspect unauthorized access by an individual in a secured area.
  - e. DFD workforce members will immediately notify their supervisor of any issues or concerns encountered in securing their workstation.
    - i. Supervisors will take all steps necessary to assist their direct reports in securing their workstation and address any identified problems.

#### **4.4 DEVICE AND MEDIA CONTROLS<sup>22</sup>**

1. All DFD workforce members will follow TS Policy – [IT Asset Management](#).
2. USB/Flash drive use:

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<sup>19</sup> § 164.310(a)(1) Facility Access Controls

<sup>20</sup> § 164.310(a)(1) Facility Security Plan

<sup>21</sup> § 164.310(b) and (c) Workstation Use and Security

<sup>22</sup> § 164.310(d) Device and Media Controls

- a. DFD workforce is prohibited from storing any PHI or PII on USB/Flash Drive or any portable devices, unless as follows:
  - i. The USB/Flash Drive is encrypted and,
  - ii. The USB/Flash Drive is logged with the DFD privacy officer.
  - iii. The USB/Flash Drive is returned to the DFD privacy officer when no longer required and is turned over to TS for appropriate destruction.
  - iv. Or the USB/Flash Drive is used under the supervision of the Administration Captain to obtain personnel records

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## 5 PROCEDURES PURSUANT TO §164.312 TECHNICAL SAFEGUARDS

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### 5.1 UNIQUE USER IDENTIFICATION<sup>23</sup>

1. Each DFD workforce member will be supplied a unique name or number for identifying and tracking user identity. TS provides these according to a grandfathered in user name, or by their employee ID number.

### 5.2 EMERGENCY ACCESS<sup>24</sup>

1. DFD has a Continuity of Operations Plan (COOP). DFD will provide guidance to their employees on how to access DFD client information in the event of an emergency.

### 5.3 AUTOMATIC LOGOFF<sup>25</sup>

1. TS has provisioned on all city computers an automatic logoff for inactivity. DFD workforce members are prompted to log on after inactivity.

### 5.4 ENCRYPTION AND DECRYPTION<sup>26</sup>

1. TS shall ensure proper encryption and decryption of data stored on the server.
2. DFD workforce members shall encrypt emails that contain protected health information or personally identifiable information.
  - a. To encrypt an email, in the subject line type the word encrypted with [ ] prior to sending.
    - i. [encrypted]
    - ii. Example:

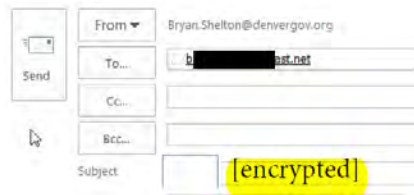
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<sup>23</sup> § 164.312(a)(2)(i) Unique user identification

<sup>24</sup> § 164.312(a)(2)(ii) Emergency access procedure

<sup>25</sup> § 164.312(a)(2)(iii) Automatic logoff

<sup>26</sup> § 164.312(a)(2)(iiii) Encryption and decryption



## 5.5 AUDIT CONTROLS<sup>27</sup>

1. DFD relies on TS to implement hardware, software and/or procedural mechanisms that record and examine activity on the city's server.
2. For DFD applications such as electronic reporting systems, the EMS Captain and QA/QI Administrator are the process owners for managing audit controls.
3. For State interfacing systems, the State's OIT manages audit controls.

## 5.6 INTEGRITY CONTROLS TO PROTECT DATA FROM IMPROPER ALTERATION OR DESTRUCTION<sup>28</sup>

1. All DFD workforce members who access protected health information and/or personally identifiable information are provided privacy and data security training as well as specific division training pertaining to the rules and regulations of their programs. DFD workforce members have expertise in maintaining the [integrity](#) of DFD client data.
2. Any client data that has been willfully altered or destroyed in an unauthorized manner will result in workforce sanctions.
3. To the extent possible, DFD data integrity is monitored by quality assurance reviews by supervisors.

## 5.7 PERSON OR ENTITY AUTHENTICATION<sup>29</sup>

1. All DFD users are issued a unique identifier. Logging on to DFD and/or State systems require 2 factor authentications.
2. DFD workforce members are prohibited from sharing log on identification and passwords.

## 5.8 TRANSMISSION SECURITY<sup>30</sup>

1. DFD relies on TS to implement reasonable technical security measures to guard against unauthorized access to DFD data that is being transmitted over an electronic communications network.
  - a. TS policies, including encryption of mobile devices and removable media, is published online in Support Now under the Knowledge Base heading.
2. As available, encryption of DFD client data shall occur. All emails containing DFD client data shall be encrypted.

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<sup>27</sup> § 164.312(b) Audit Controls

<sup>28</sup> § 164.312(c) Integrity

<sup>29</sup> § 164.312(d) Person or Entity Authentication

<sup>30</sup> § 164.312(e) Transmission Security

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## **6 PROCEDURES PURSUANT TO §164.314 ORGANIZATIONAL REQUIREMENTS**

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In order to comply with HIPAA Rule, DFD must document organization requirements that support enforcement of the HIPAA Privacy Rule, Security Rule, Enforcement Rule, and Breach Notification Rule. Many of the requirements are duplicative in other sections of HIPAA Rule. For compliance purposes, all organization requirements requiring a documented procedure or policy per § 164.314 shall be included.

### **6.1 ADDITIONAL REQUIREMENTS FOR BUSINESS ASSOCIATE AGREEMENTS**

1. All Business Associate Agreements (BAA) are required to meet the following implementation specifications as noted in § 164.314 (a)(2)(i), (a)(2)(ii), or (a)(2)(iii) as well as by § 164.502(e)(2) must meet the requirements of paragraph (e)(2), (e)(3), or (e)(5)
2. The Assistant Fire Chief and DFD CAO business partner shall ensure that:
  - a. The Business Associate (BA) will comply with HIPAA Rules.
  - b. Any subcontractors that create, receive, maintain, or transmit PHI on behalf of the business associate agree to comply with applicable requirements by entering into a contract or other arrangements that complies with HIPAA Rule.
    - i. The requirements HIPAA Rule apply to the contract or other arrangement between a business associate and a subcontractor required by § 164.308(b)(4) in the same manner as such requirements apply to contracts or other arrangements between a covered entity and (Business associate contracts with subcontractors.).
  - c. Report to DFD any security incident, including breaches of unsecured protected health information.
3. DFD's Assistant Fire Chief in collaboration with CAO shall ensure the appropriate BAA language is included in contracts, MOUs, and MOAs. CAO/Muni-Ops and the DFD Assistant Fire Chief shall implement the BAA contract by incorporating the specifications as noted in HIPAA Rule § 164.502(e)(2) ,(e)(3), (e)(5)

### **6.2 POLICIES AND PROCEDURES AND DOCUMENTATION REQUIREMENTS PURSUANT TO §164.316**

1. The DFD Privacy Officer and CCD Chief Data Protection Officer shall implement reasonable and appropriate policies and procedures to comply with the standards, implementation specifications, and other requirements of HIPAA Rule.
  - a. All policies and procedures must be documented and made available, either in written or electronic form for the DFD workforce.
  - b. All written policies and procedures shall be retained for six years from the date of creation or the date when it was last in effect, whichever is later.
  - c. All written policies and procedures shall be reviewed periodically by the DFD Privacy officer and the CCD Chief Data Protection Officer and updated as needed, or in response to environmental or operational changes.



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## **7 PROCEDURES PURSUANT TO NOTIFICATION IN THE CASE OF BREACH OF UNSECURED PROTECTED HEALTH INFORMATION IN §164 SUBPART D – NOTIFICATION IN THE CASE OF UNSECURED PROTECTED HEALTH INFORMATION**

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Section 7 pertains so the Breach Notification Rule and DFD is required to have documented procedures so all DFD workforce members are aware of incidents such as, breach definitions, reporting requirements, mitigation, and notification requirements.

### **7.1 BREACH DEFINITION<sup>31</sup>**

1. A breach means the acquisition, access, use, or disclosure of protected health information was used in a manner not permitted by HIPAA Rule, and which compromises the security or privacy or the protected health information.
2. All suspected breaches shall be reported immediately to the DFD privacy officer and to the employee's direct supervisor. A breach is deemed discovered "as of the first day on which such breach is known to the covered entity, or, by exercising reasonable diligence would have been known to the covered entity" and it is; therefore, of the utmost importance that all incidents, suspected breaches, and breaches be reported to the DFD Privacy officer and to the employee's direct supervisor as soon as possible.
  - a. If the DFD privacy officer and/or the DFD supervisor are not available, the DFD workforce member shall notify the DFD manager and/or executive. The DFD employee must report the suspected incident/breach to a position of leadership.
3. DFD workforce is not authorized to determine if a suspected breach (incident) is deemed an official breach. The DFD privacy officer, in conjunction with CAO/DFD Legal will complete a four-factor risk assessment to determine if a breach is valid, or if it is an incident. (see Section 5.3).
4. All suspected incidents and breaches must be assessed by DFD privacy officer.

### **7.2 BREACH EXCLUSIONS<sup>32</sup>**

1. A breach excludes:
  - a. Any unintentional acquisition, access, or use of protected health information by a workforce member or person acting under the authority of a covered entity or a business associate, if such acquisition, access, or use was made in good faith and within the scope of authority and does not result in further use or disclosure in a manner not permitted.
  - b. Any inadvertent disclosure by a person who is authorized to access protected health information at a covered entity or business associate to another person authorized to access protected health information at the same covered entity or business associate, or organized health care arrangement in which the covered entity participates, and the information

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<sup>31</sup> § 164.402

<sup>32</sup> § 164.402(1) Breach exclusions



- received as a result of such disclosure is not further used or disclosed in a manner not permitted.
- c. A disclosure of protected health information where a covered entity or business associate has a good faith belief that an unauthorized person to whom the disclosure was made would not reasonably have been able to retain such information.
  - d. No DFD workforce member may determine if a breach exclusion is applicable. The DFD privacy officer, the CCD Chief Data Protection Officer, in conjunction with CAO, shall have the authority to determine if a breach exclusion exists on a case by case basis.

### **7.3 FOUR FACTOR RISK ASSESSMENT FOR DETERMINATION OF BREACH<sup>33</sup>**

1. Breach presumption: All suspected breaches and incidents shall be presumed to be a breach unless DFD and CAO can demonstrate a low probability that the PHI has been compromised based on assessing the following four factors.
  - a. The nature and extent of the protected health information involved, including the types of identifiers and the likelihood of re-identification;
  - b. The unauthorized person who used the protected health information or to whom the disclosure was made;
  - c. Whether the protected health information was actually acquired or viewed; and
  - d. The extent to which the risk to the protected health information has been mitigated.
2. The DFD privacy officer and/or privacy specialist shall log the results of the four-factor risk assessment and log all incidents and breaches.
3. DFD leadership shall be notified and invited to participate in the assessment process.
4. Final determination of validating a breach shall reside with the CCD Chief Data Protection Officer and CAO.
5. DFD executive and senior leadership shall be notified of the breach and, as necessary, provide input and guidance into mitigation efforts.
6. A breach shall be treated as discovered by DFD as of the first day on which such breach is known to DFD. This includes the date of discovery by any member of the DFD workforce.

### **7.4 BREACHES TREATED AS DISCOVERED<sup>34</sup>**

1. All suspected breaches shall be reported immediately to the DFD privacy officer and to the employee's direct supervisor as soon as it is discovered. If the suspected breach involves data on the DFD Server, the employee shall immediately notify the TS helpdesk at 720-337-4357.
2. A breach is deemed discovered "as of the first day on which such breach is known to the covered entity, or, by exercising reasonable diligence would have been known to the covered entity" and it is therefore of the utmost importance that all incidents, suspected breaches, and breaches be reported to the DFD Privacy officer and to the employee's direct supervisor as soon as possible

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<sup>33</sup> § 164.402(2)

<sup>34</sup> § 164.404(a)(2) Breaches treated as discovered

## **7.5 BREACH MITIGATION AND NOTIFICATION REQUIREMENTS**

### **7.5.1 Breach mitigation services**

1. Upon the validation of a breach, the DFD Privacy officer shall order breach mitigation services through an approved vendor.
  - a. Breach mitigation services include a notification letter template with required language.
  - b. If the breach impacts more than 500 DFD clients, breach mitigation services shall include a public toll-free number for impacted clients and a public website where DFD clients may request further assistance and information.
2. Timeliness of Notification<sup>35</sup>:
  - a. Unless there is a request from law enforcement to delay notification, DFD shall provide the notification without unreasonable delay and in no case later than 60 calendar days after discovery of a breach.

### **7.5.2 Content of the notification<sup>36</sup>**

1. The notification shall include, to the extent possible:
  - a. A brief description of what happened, including the date of the breach, and date of the discovery, if known;
  - b. A description of the types of unsecured protected health information that were involved in the breach (such as, full name, social security number, date of birth, home address, account number, diagnosis, disability code, or other types of information were involved)
  - c. Any steps individuals should take to protect themselves from potential harm resulting from the breach;
  - d. A brief description of what the covered entity involved is doing to investigate the breach, to mitigate harm to individuals, and to protect against any further breaches; and
  - e. Contact procedures for individuals to ask questions or learn additional information, which shall include a toll-free telephone number, an e-mail address, Web site, or postal address.
2. The notification shall be written in plain language.
3. Notice shall be written<sup>37</sup> and sent by first-class mail to the individual at the last known address or, if the individual agrees to electronic notice and such agreement has not been withdrawn, by electronic mail. The notification may be provided in one or more mailings as information is available.
  - a. If the impacted client is deceased, notice may be made to the next of kin or personal representative of the individual.

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<sup>35</sup> § 164.404(b) Notification to individuals

<sup>36</sup> § 164.404(c) Notification to individuals.

<sup>37</sup> § 164.404(d)(1) Written Notice.

4. Substitute Notice<sup>38</sup>: In the case there is insufficient or outdated contact information that precludes written notification to the individual, a substitute form of notice reasonably calculated to reach the individual shall be provided.
  - a. If there is insufficient or outdated contact information for fewer than 10 individuals, then such substitute notice may be provided by an alternative form of written notice, telephone or other means.
  - b. If there are 10 or more individuals with outdated or insufficient information, then substitute notice shall:
    - i. Be in the form of either a conspicuous posting for a period of 90 days on the DFD home page (website), or conspicuous notice in major print or broadcast media in geographic areas where the individuals affected by the breach likely reside; and
    - ii. Include a toll-free phone number that remains active for at least 90 days where an individual can learn whether the individual's unsecured protected health information may be included in the breach.
5. Additional notice in urgent situations<sup>39</sup>. In any case deemed by DFD to require urgency because of possible imminent misuse of unsecured protected health information, DFD may provide information to individuals by telephone or other means, as appropriate, in addition to written notice requirements stated above.
6. Should law enforcement request a delay per § 164.412, DFD Privacy officer shall retain such documentation.
  - a. If the statement is in writing and specifies the time for which a delay is required, DFD shall delay such notification, notice, or posting for the time period specified by the official; or
  - b. If the statement is made orally, DFD Privacy officer will document the statement, including the identity of the official making the statement, and delay the notification, notice, or posting temporarily and no longer than 30 days from the date of the oral statement, unless a written statement is submitted during that time.

### **7.5.3 Notification to the Media<sup>40</sup>**

1. For a breach of unsecured PHI involving more than 500 residents, DFD shall in coordination with CAO, notify prominent media outlets serving the City and County of Denver.
2. DFD Privacy officer will provide the DFD Communications and CAO with sufficient information to develop appropriate media notice.
3. Unless there is a valid request from law enforcement to delay, DFD will provide media notification without unreasonable delay and in no case later than 60 calendar days after discovery of a breach.
4. The media notification shall include
  - a. A brief description of what happened, including the date of the breach and the date of the discovery, if known;

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<sup>38</sup> § 164.404(d)(2) Substitute Notice

<sup>39</sup> § 164.404(d)(3) Additional notice in urgent situations

<sup>40</sup> § 164.406 Notification to the media.

- b. A description of the types of unsecured protected health information that were involved in the breach (such as full name, social security number, date of birth, home address, account number, diagnosis, disability code, or other types of information were involved);
- c. Any steps individuals should take to protect themselves from potential harm resulting from the breach;
- d. A brief description of what the covered entity involved is doing to investigate the breach, to mitigate harm to individuals, and to protect against any further breaches; and
- e. Contact procedures for individuals to ask questions or learn additional information, which shall include a toll-free telephone number, an e-mail address, Web site, or postal address.

**7.5.4 Notification to the Office of Civil Rights<sup>41</sup>**

1. The DFD Privacy officer shall report breaches to the Federal Office of Civil Rights (OCR) via the OCR Portal, or in a manner as specified on the Health and Human Services web site.
  - a. DFD shall report to OCR within 60 days of the breach discovery date if breach impacts 500 or more DFD clients.
  - b. DFD shall report the breach not later than 60 days after the end of each calendar year if a breach impacts fewer than 500 DFD clients.

**7.5.5 Notification of a Breach by a DFD Business Associate**

1. DFD Privacy officer and CAO shall work with the DFD business associate to ensure all federal rules regarding breach mitigation and notification are completed by the Business Associate.
  - a. Failure of the Business Associate to follow breach enforcement rule shall be referred to CAO for further action as a breach of contract with the Business Associated.

**7.5.6 DFD Requirement to document and Provide Burden of Proof<sup>42</sup>**

1. DFD privacy officer shall have the burden of demonstrating that all notifications were made as required by this subpart or that the use or disclosure did not constitute a breach, as defined at § 164.402.
  - a. DFD Privacy officer shall retain all copies of breach notification letters sent to DFD clients.
  - b. DFD Privacy officer shall log and record all incidents, suspected breaches, breaches and the assessment of low probability of compromise.
  - c. Records shall be kept for six years.

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<sup>41</sup> § 164.408 Notification to the Secretary.

<sup>42</sup> § 164.414 Administrative requirements and burden of proof.

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## 8 PROCEDURES PURSUANT TO THE PRIVACY OF INDIVIDUALLY IDENTIFIABLE HEALTH INFORMATION FROM SUBPART E (AKA, THE PRIVACY RULE)

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The previous sections of the HIPAA Procedures addressed the Security Rule, Breach Notification Rule and Enforcement Rule of HIPAA. The Privacy Rule of HIPAA mandates that specific procedures be documented about the type and provision of notice to DFD clients as well as specific allowable uses of PHI by DFD workforce. There may be overlap from previous sections, for compliance purposes, DFD must document per Subpart E of § 164 the privacy rule procedures. The Privacy Rule outlines the [standards](#) and the specific implementation requirements that must be documented.

### 8.1 § 164.502 GENERAL RULES FOR THE USES AND DISCLOSURES OF PHI:

In general, DFD either uses PHI as mandated by law, or as authorized by the DFD client. DFD is required to document procedures related to permitted uses and disclosures.

#### 8.1.1 Permitted uses and Disclosures of PHI<sup>43</sup>

1. DFD is permitted to use or disclose PHI as follows:
  - a. To the DFD client.
  - b. Per the Notice of Privacy Practices for the treatment or health care operations.
  - c. Incident to a use or disclosure otherwise permitted or required by HIPAA, provided that DFD is in compliance with minimum necessary rule and has appropriate safeguards in place.
  - d. Unless prohibited (see prohibited uses section #), pursuant to and in compliance with a valid authorization from the DFD client or authorized representative.
  - e. Unless prohibited by § 164.510 uses and disclosures requiring an opportunity for the individual to agree or to object. See Section 8.16: §164.510 Uses and disclosures requiring an opportunity for the individual to agree or to object.
  - f. As permitted under § 164.512 Uses and disclosures for which an authorization or opportunity to agree or object is not required. See section 8:17 - §164.512 Uses and disclosures for which an authorization or opportunity to agree or object is not required.

#### 8.1.2 Required Disclosures<sup>44</sup>

1. DFD must disclose PHI as noted in Section 8.28: Procedures for Provision of Access.
2. Upon request to the Federal Office of Civil Rights to investigate or determine DFD compliance.
3. Upon request to State of Colorado to investigate or determine DFD's compliance or as required as a Business Associate of the State of Colorado.

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<sup>43</sup> § 164.502 (a)(1)

<sup>44</sup> § 164.502(a)(2) Required Disclosures

**8.1.3 Prohibited Uses and Disclosures<sup>45</sup>**

1. DFD workforce members shall not disclose protected health information that is genetic information. DFD's current business operations do not include the use of genetic information. Should DFD business operations change to include the disclosure of genetic information, then the DFD privacy officer in consultation with CCD Chief Data Protection Officer shall develop procedures accordingly.
2. DFD shall not sell protected health information. DFD's current business operations do not include the sale of DFD client data in any manner. Should DFD business operations change to include the selling of protected health information, then the DFD privacy officer in consultation with CCD Chief Data Protection Officer shall develop procedures accordingly.

**8.2 MINIMUM NECESSARY RULES<sup>46</sup>****8.2.1 Minimum Necessary Applies**

1. The [minimum necessary](#) rule shall apply when DFD workforce is using or disclosing protected health information or when requesting protected health information from a vendor or provider, DFD must make reasonable efforts to limit PHI to the minimum necessary to accomplish the intended purpose of the use, disclosure, or request.

**8.2.2 Minimum Necessary Does not Apply**

1. Minimum necessary rule does not apply as follows:
  - a. Disclosures to or requests by a health care provider for treatment;
  - b. Uses or disclosures made to the DFD client, as permitted;
  - c. Pursuant to a valid authorization signed by the DFD client or the authorized representative;
  - d. Disclosures made to the Federal Office of Civil Rights or the State of Colorado for oversight purposes;
  - e. Uses or disclosures that are required by law as noted in section 6.17.1: As allowed by law.
  - f. Uses or disclosures that are required for compliance to HIPAA Rule.

**8.3 USES AND DISCLOSURES OF PHI SUBJECT TO AN AGREED UPON RESTRICTION<sup>47</sup>**

1. If a DFD client requests privacy restrictions and confidential communication restrictions, and DFD agrees, then DFD workforce may not use or disclose the PHI covered by the agreed upon restriction without the client's consent. DFD may still use PHI as mandated by law.
2. See Section 8.25: Procedures for Rights to Request Privacy Protection for PHI

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<sup>45</sup> § 164.502(a)(5) Prohibited Uses and Disclosures

<sup>46</sup> § 164.502(b) Minimum Necessary

<sup>47</sup> § 164.502(c)

## **8.4 USES AND DISCLOSURES OF DE-IDENTIFIED PHI<sup>48</sup>**

Please see section 8.18 for procedures for De-identification of PHI.

1. DFD workforce may use de-identified PHI as needed for standard DFD business operations.
2. DFD workforce must ensure that the de-identified data meets the requirements as set forth in Section 8.18.
3. DFD workforce shall refrain from disclosing code or other means of record identification designed to enable coded or otherwise de-identified information to be re-identified as that constitutes disclosure of PHI.

## **8.5 DISCLOSURES TO BUSINESS ASSOCIATES**

1. DFD shall ensure all Business Associates contracts contain the appropriate assurances in the Business Associate Agreement (BAA) prior to disclosing DFD client PHI to the Business Associate.
  - a. DFD's Assistant Fire Chief and Assistant City Attorney shall screen contracts and agreements and include the BAA language as appropriate.

## **8.6 DECEASED INDIVIDUALS<sup>49</sup>**

1. Deceased DFD client's PHI shall be protected as PHI for a period of 50 years following the death of the individual.
2. If under applicable law an executor, administrator, or other person has authority to act on behalf of a deceased individual or of the individual's estate. DFD shall treat such person as a personal representative with respect to protected health information relevant to such personal representation.<sup>50</sup>
  - a. DFD workforce shall notify the DFD privacy officer, CCD Chief Data Protection Officer, and DFD CAO of any requests for PHI of a deceased DFD client.
  - b. DFD privacy officer, CCD Chief Data Protection Officer, and DFD CAO shall review any requests for PHI for deceased DFD clients to ensure the requestor has the appropriate legal authority to receive PHI.

## **8.7 PERSONAL REPRESENTATIVES AND UNEMANCIPATED MINORS**

1. Personal representatives. DFD must treat a personal representative as the individual except:
  - a. Unemancipated Minors - There are certain rules and restrictions related to unemancipated minor's rights when seeking health care or making decisions related to health care. DFD provides health care services and provides services by a licensed health care professional.
  - b. Abuse, neglect, or endangerment - DFD workforce must alert their direct supervisor if, in good faith, the DFD workforce member has a reasonable belief that a DFD client's personal

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<sup>48</sup> § 164.502 (d) Standard: Uses and disclosures of de-identified protected health information

<sup>49</sup> § 164.502 (f) Standard: Deceased individuals

<sup>50</sup> § 164.502 (g)(4) Implementation specification: Deceased individuals

representative should not be functioning as the client’s personal representative due to abuse, neglect or an endangerment issue.

### **8.8 CONFIDENTIAL COMMUNICATION<sup>51, 52</sup>**

1. DFD workforce members shall make available to any DFD client upon request, the ability to receive confidential communication in a manner chosen by the DFD client.
2. DFD workforce will document the client’s preference for receiving communication from DFD.
  - a. DFD workforce member may not require an explanation from the individual as to the basis for the request as a condition of providing communications is on a confidential basis.
3. DFD shall accommodate reasonable requests by DFD client to receive communications of PHI by alternative means or at alternative locations according to standard business operations and/or state rules.

### **8.9 USES AND DISCLOSURES CONSISTENT WITH NOTICE OF PRIVACY PRACTICES.<sup>53</sup>**

1. DFD may only use DFD client PHI:
  - a. Consistent with the stated purposes on the Notice of Privacy Practices,
  - b. As instructed by the DFD client by utilizing a valid release of information form,
  - c. As allowed by law.
2. DFD does not use any client data for fundraising activities.<sup>54</sup>
3. DFD does not use any DFD client data for any underwriting activities.<sup>55</sup>

### **8.10 DISCLOSURES BY WHISTLEBLOWERS AND WORKFORCE MEMBER CRIME VICTIMS<sup>56</sup>**

#### **8.10.1 Disclosures by Whistleblowers**

1. DFD workforce members may, in good faith, disclose DFD client PHI, in reporting DFD workforce member who is engaged in conduct that is unlawful or otherwise violates professional standards. If services provided by DFD potentially endangers DFD clients, DFD workforce members, or the public.
2. DFD workforce members shall be allowed to disclose any information pertaining to the above section to:
  - a. Appropriate reporting authority as defined by Section 2-107 (a) of the City of Denver’s Whistleblower Protection Ordinance:
    - i. “Appropriate reporting authority” means any officer, board, commission, or other person or entity vested with legal authority to receive, investigate, or act upon reports of official misconduct by officers and employees of the City and County, including, by way of example:

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<sup>51</sup> § 164.502 (h) Standard: Confidential communications

<sup>52</sup> § 164.522 (b)(1) Standard: Confidential communications requirements.

<sup>53</sup> § 164.502 (h) Standard: Uses and disclosures consistent with notice

<sup>54</sup> § 164.520(b)(1)(iii)(A)

<sup>55</sup> § 164.520(b)(1)(iii)(C)

<sup>56</sup> § 164.502 (j) Standard: Disclosures by whistleblowers and workforce member crime victims



- ii. The mayor and members of the mayor's cabinet;
  - iii. The city council, any committee of the city council, and individual members of the city council;
  - iv. The auditor and the audit committee;
  - v. The board of ethics;
  - vi. The district attorney and other law enforcement agencies;
  - vii. The appointing authority for the officer or employee who is alleged to have engaged in the official misconduct that is the subject of the report.
- b. An attorney retained on behalf of the DFD workforce member in the reporting of activities noted in Section 6.10.1.
3. DFD workforce members shall be aware of and follow the City of Denver's Whistleblower Protection Ordinance found in Section 2-100 of the Denver Revised Municipal Code.

#### **8.10.2 Disclosures by workforce members who are victims of a crime**

1. DFD is not considered to have violated HIPAA Rule if a DFD workforce member is the victim of a criminal act and discloses PHI to a law enforcement official, provided that:
  - a. The PHI disclosed is about the suspected perpetrator of the criminal act, and
  - b. The PHI disclosed is specific and limited in scope to the extent reasonable considering the purpose for which the information is sought.
2. If a DFD workforce member is a victim of a crime where the suspected perpetrator is a DFD client, the DFD workforce member shall alert their immediate supervisor.

### **8.11 ORGANIZATIONAL REQUIREMENTS FOR USES AND DISCLOSURES<sup>57</sup>**

1. DFD workforce members shall consult with the Assistant Fire Chief to ensure appropriate contract, MOU, and MOA is enacted prior to sharing DFD PHI.
  - a. Business Associate Agreement language must meet all BAA requirements as determined by CAO/Muni-Ops and following HIPAA Rule.
2. DFD and other governmental entities may enter a MOU with appropriate data use and/or BAA language as determined by DFD Assistant Fire Chief/ Business Management and CAO/Muni-Ops.
3. DFD workforce members shall ensure that:
  - a. No MOU, MOA, or BAA is enacted without the knowledge and approval of DFD Assistant Fire Chief/Business Management Division and/or CAO/Muni-Ops to ensure appropriate BAA language is documented in accordance with HIPAA Rule.<sup>58</sup>
4. Any BAA or other agreement between DFD and BA must be enacted in the same manner as such requirements apply to contracts or other arrangements between a BA and sub-contractor.<sup>59</sup>

### **8.12 IMPLEMENTATION SPECIFICATIONS: USES AND DISCLOSURES FOR GROUP HEALTH PLAN**

DFD does not have any business operations that fall under § 164.504 (f).

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<sup>57</sup> § 164.504 Uses and disclosures: Organizational requirements.

<sup>58</sup> § 164.504 (e)(4) Other requirements for contracts and other arrangements

<sup>59</sup> § 164.504(e) (5) Business associate contracts with subcontractors

### **8.13 USES AND DISCLOSURES OF PHI TO CARRY OUT TREATMENT, PAYMENT OR HEALTH CARE OPERATIONS<sup>60</sup>**

1. Except as previously noted in Section 6, DFD may, use DFD client PHI for treatment, or operations: so long, as appropriate notice of privacy practices as been provided.
  - a. DFD workforce may use PHI as means of standard business operations, including audits, quality assurance, fraud detection, and prevention as well as any standard work processes in the provision of public social services.
2. DFD may also obtain consent of the individual to use or disclose protected health information to carry out treatment or health care operations.

### **8.14 § 164.508 PROHIBITED USES OF PHI**

1. Prohibited Uses:
  - a. Marketing: DFD’s current business operations do not include the use of DFD client data for marketing. DFD client PHI may not be used for marketing purposes.
  - b. Sale of PHI: DFD’s current business operations do not include the sale of DFD client data. DFD client data may not be sold.

### **8.15 § 164.508(B) AND (C) PROCEDURES RELATED TO VALID AUTHORIZATION FORMS AND USE**

1. DFD Admin EMS staff shall be trained annually on the use of valid authorizations, also called Release of Information (ROI) forms.
2. CCD Chief Data Protection Officer and City Attorney’s Office have created valid authorizations forms that comply with HIPAA rule and with 42 CFR Part 2. DFD workforce shall use only the approved release of information forms.
3. DFD may accept another entities ROI or authorization form so long as it meets the following criteria. A valid authorization or ROI must include the following core elements<sup>61</sup>:
  - a. A description of the information to be used or disclosed that identifies the information in a specific and meaningful fashion.
  - b. The name or other specific identification of the person(s), or class of persons, authorized to make the requested use or disclosure.
  - c. The name or other specific identification of the person(s), or class of person(s), to who the covered entity may make the requested use or disclosure.
  - d. A description of each purpose of the requested use or disclosure. The statement “at the request of the individual” is a sufficient description of the purpose when an individual initiates the authorization and does not, or elects not to, provide a statement of the purpose.
  - e. An expiration date or an expiration event that relates to the individual or the purpose of the use or disclosure. The statement “end of the research study,” “none,” or similar language is enough if the authorization is for a use or disclosure of protected health information for research, including for the creation and maintenance of a research database or research source.

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<sup>60</sup> § 164.506 Uses and disclosures to carry out treatment, payment, or health care operations

<sup>61</sup> § 164.508 (c)(1)

- f. Signature of the individual and date. If the authorization is signed by a personal representative of the individual, a description of such representative's authority to act for the individual must also be provided.
4. Authorization to disclose must include the following notice as written and approved by City Attorney's Office:
  - a. I understand that DFD reserves the right to withhold disclosure of the above information if the disclosure is reviewed by and deemed not appropriate by the DFD Privacy officer, the Denver City Attorney's Office, or both. I understand DFD has no control over information once it has been disclosed to a third party and cannot protect the information after it is released to any third parties based on this Authorization. I understand that I may revoke this Authorization at any time by writing the DFD. Such revocation will be effective when DFD receives it, except to the extent that the DFD has already acted in reliance on it, such as when DFD has provided or referred me for treatment services to a third-party payer in reliance of this valid consent. I understand that my records are protected and that any information released pursuant to this consent remains subject to the restrictions stated in Title 42 of the Code of Federal Regulations, Part 2; governing the protection of confidential client information and the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"), 45 C.F.R. pts 160 & 164. Any further disclosures or any disclosures used for any purpose other than indicated above, without my written consent, will be in violation of my confidential rights. I understand that my health care treatment or payment, or my enrollment or eligibility for health care benefits cannot be conditioned in any way upon my executing this Authorization. I certify that this Authorization has been signed voluntarily and that the information given is accurate to the best of my knowledge. A copy of this executed Authorization is as effective as the original.
5. Authorization to receive information must include the following notice as written and approved by City Attorney's Office:

I understand that DFD may ONLY receive the minimum amount of information necessary for the purposes the information is requested for. I understand the organization disclosing my information has no control over the information once it has been disclosed to DFD and it cannot protect the information after it is released to DFD based on this Authorization. I understand that I may revoke this Authorization at any time in writing. I understand that my revocation will only apply to future disclosures or actions regarding the disclosure of my information. It cannot cancel actions taken or disclosures made while this Authorization was in effect. This Authorization will be in effect until the organization receives my written revocation or until expiration. I understand that my records are protected and that any information released pursuant to this consent remains subject to the restrictions stated in Title 42 of the Code of Federal Regulations, Part 2, governing the protection of confidential client information and the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"), 45 C.F.R. pts 160 & 164. Any further disclosures or any disclosures used for any purpose other than indicated above, without my written consent, will be in violation of my confidential rights. I understand that my health care treatment or payment, or my enrollment or eligibility for health care benefits cannot be conditioned in any way upon my executing this Authorization. I certify that this Authorization has been signed voluntarily and that the information given is accurate to the best of my knowledge. A copy of this executed Authorization is as effective as the original.
6. DFD workforce member shall retain signed ROIs in the DFD client records.
7. DFD workforce member shall offer DFD clients a copy of the signed ROI. The client may decline, but DFD shall be required to offer the client the opportunity to receive a copy.

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**8.16 §164.510 USES AND DISCLOSURES REQUIRING AN OPPORTUNITY FOR THE INDIVIDUAL TO AGREE OR TO OBJECT.**

1. Standard: Use and disclosure for facility directories.
  - a. DFD business operations do not include the use of facility directories. If DFD's operations change to include facility directories the DFD's privacy officer shall amend the procedures accordingly.
2. Standard: Uses and disclosures for involvement in the individual's care and notification purposes.
  - a. DFD business operations do not include the provision of direct health care services. If DFD's operations change to include facility directories the DFD privacy officer shall amend the procedures accordingly.

**8.17 §164.512 USES AND DISCLOSURES FOR WHICH AN AUTHORIZATION OR OPPORTUNITY TO AGREE OR OBJECT IS NOT REQUIRED.**

**8.17.1 As allowed by Law**

1. DFD workforce members may use DFD client PHI as allowed by law in the provision of public assistance.
  - a. DFD workforce members may use or disclose PHI to the extent that such use or disclosure is required by law and the use or disclosure complies with and is limited to the relevant requirements of such law.

**8.17.2 As allowed For Public Health Activities**

1. DFD workforce members may disclose DFD client PHI in the course of performing mandated suspected child and or adult abuse/neglect reporting.
2. DFD workforce members may disclose DFD client PHI to a public health authority that is authorized by law to collect or receive such information for the purpose of preventing or controlling disease, injury, or disability. This includes, the reporting of disease, injury, vital events such as, birth or death, and the conduct of public health surveillance, public health investigations, and public health interventions.
  - a. A public health authority shall make a formal request to DFD to provide information prior to DFD disclosing.
  - b. DFD privacy officer and DFD legal shall assist the Administration division in providing DFD PHI to a public health authority.
3. HIPAA Rule allows the sharing of PHI for certain activities under the jurisdiction of the Food and Drug Administration (FDA), currently DFD's business operations do not include any activities that fall under the FDA.
4. Certain illnesses require tracking by a Public Health Authority, DFD may share client PHI in the course of an official public health intervention or investigation. DFD must obtain official notice of the request from the public health authority prior to releasing information.
  - a. The DFD Administration Division shall retain the documentation allowing the disclosure of DFD client PHI to a Public Health Authority.
5. DFD may release DFD client PHI to a school if the DFD client is a student or prospective student and the PHI is limited to proof of immunization. if DFD obtains and documents

the agreement to disclose from the:

- a. A parent, guardian, or other person acting *in loco parentis* of the individual, if the individual is an unemancipated minor; or
- b. The individual, if the individual is an adult or emancipated minor.

**8.17.3 Disclosures about victims of abuse, neglect or domestic violence<sup>62</sup>**

1. All DFD workforce members are mandated reporters for suspected child and adult abuse or neglect and must follow state law and DFD policy in reporting.
2. Additionally, DFD may disclose PHI about an individual whom the DFD workforce member reasonably believes to be a victim of abuse, neglect, or domestic violence to a government authority; including, a social service or protective services agency, authorized by law to receive reports of such abuse, neglect, or domestic violence:
  - a. To the extent the disclosure is required by law and the disclosure complies with and is limited to the relevant requirements of such law;
  - b. If the individual agrees to the disclosure; or
  - c. To the extent the disclosure is expressly authorized by statute or regulation and:
    - i. DFD workforce, in the exercise of professional judgment, believes the disclosure is necessary to prevent serious harm to the individual or other potential victims; or
    - ii. If the individual is unable to agree because of incapacity, a law enforcement or other public official authorized to receive the report. That person represents that the protected health information for which disclosure is sought is not intended to be used against the individual. In addition, that an immediate enforcement activity that depends upon the disclosure would be materially and adversely affected by waiting until the individual is able to agree to the disclosure.
3. Prior to making a report that falls under #2 above, the DFD workforce member will consult with their immediate supervisor and/or the DFD Privacy officer and/or DFD CAO to review if the disclosure falls under § 164.512(c).
4. If a DFD workforce member makes a disclosure that falls under #2 above, then the DFD workforce member must promptly inform the DFD client that such a report has been or will be made, except if:
  - a. The DFD supervisor and/or DFD CAO believes informing the individual would place the individual at risk of serious harm or,
  - b. DFD would be informing a personal representative that DFD reasonably believes the personal representative is responsible for the alleged abuse, neglect or injury and information such person would not be in the best interests of the individual, in the exercise of professional judgment.

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<sup>62</sup> § 164.512(c)

**8.17.4 Uses and disclosures for health oversight activities<sup>63</sup>**

1. DFD's standard work includes activities that fall under the category of Health Oversight Activities such as:
  - a. audits
  - b. civil, administrative, or criminal investigations
  - c. inspections
  - d. licensure of disciplinary actions,
  - e. civil, administrative or criminal proceedings or actions,
  - f. other activities necessary for appropriate oversight of:
    - i. government benefit programs for which PHI is relevant to determining eligibility
    - ii. compliance activities subject to government regulations
    - iii. to determine compliance to civil rights laws, for which PHI is necessary.
2. DFD workforce shall use, and if needed, disclose PHI for health oversight activities as noted above.

**8.17.5 Disclosures for Judicial and Administrative Proceedings<sup>64</sup>**

1. DFD workforce member may disclose PHI during any judicial or administrative proceeding in response to either a court order or a subpoena, but there is one of two conditions that must be met.
  - a. DFD receives *satisfactory assurance* from the requesting party that reasonable efforts have been made by the requesting party to ensure that the DFD client has been offered the opportunity to provide the information and given notice of the requests, OR
  - b. DFD receives satisfactory assurance from the requesting party that reasonable efforts have been made to secure a *qualified protective order*.
2. DFD workforce shall consult with DFD CAO and DFD privacy officer to determine if the court order or subpoena complies with the legal definition of "satisfactory assurances" and "qualified protective order" as defined in § 164.512(e) prior to the disclosure of DFD client data for judicial or administrative proceedings.
3. DFD CAO and DFD privacy officer shall review the court order and/or subpoena to ensure it meets all the requirements in § 164.512(e) prior to disclosing DFD client data.
4. DFD workforce shall retain in the DFD client's record, any court orders, subpoenas or requests for DFD client data for use in judicial and administrative hearings and shall document that a review with DFD CAO occurred to ensure compliance to § 164.512(e) prior to the PHI being disclosed.

**8.17.6 Disclosures for law enforcement purposes<sup>65</sup>**

All DFD workforce members shall review with their direct supervisor, DFD privacy officer and DFD CAO, any requests for disclosure for law enforcement purposes that are not mandated by law,

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<sup>63</sup> § 164.512(d) Uses and disclosures for health oversight activities

<sup>64</sup> § 164.512(e) Disclosures for judicial and administrative proceedings

<sup>65</sup> § 164.512(f) Disclosures for law enforcement purposes

court order or subpoena, OR are outside the standard business operations at DFD for clarification purposes – consultation shall occur whenever the procedure states that DFD **may** disclose versus DFD *shall* disclose. DFD CAO shall provide the final approval, on a case by case basis, for releasing DFD client information that falls under “may” provisions versus “shall” or “required” provisions when releasing PHI to law enforcement.

1. DFD workforce members shall consult their supervisor and DFD CAO prior to releasing DFD client PHI to law enforcement.
2. There are 6 types of disclosure to law enforcement rules in HIPAA.
  - a. Pursuant to process and as otherwise required by law.
    - i. See Section 8.17.3 Disclosures about victims of abuse, neglect or domestic violence.
    - ii. See Section 8.17.2 Disclosures as allowed for Public Health Activities.
    - iii. See Section 8.17.5: Disclosures for judicial and administrative proceedings.
  - b. Limited information for identification and location purposes.
    - i. DFD **may** disclose protected health information in response to a law enforcement official's request for such information for identifying or locating a suspect, fugitive, material witness, or missing person, provided that:
      1. DFD **may** disclose only the following information:
        - a. Name and address;
        - b. Date and place of birth;
        - c. Social security number;
        - d. ABO blood type and rh factor;
        - e. Type of injury;
        - f. Date and time of treatment;
        - g. Date and time of death, if applicable; and
        - h. A description of distinguishing physical characteristics, including height, weight, gender, race, hair, and eye color, presence or absence of facial hair (beard or moustache), scars, and tattoos.
      2. DFD **may not** disclose:
        - a. DNA analysis or records.
        - b. Dental records.
        - c. Any body samples or fluid.
    - ii. Because HIPAA rule states this is a “may” and not “shall”, DFD shall consult with their direct supervisor, the DFD privacy officer and DFD CAO to determine if DFD should release information to law enforcement.
  - c. Victims of a crime
    - i. Except for disclosures either required for mandatory reporters or by law, DFD **may** disclose PHI in response to law enforcement official’s request for such information about an individual who is or is suspected to be a victim of a crime **if**:
      1. The DFD client agrees, or



2. DFD is unable to obtain the DFD client’s agreement because of incapacity or other emergency circumstance **provided that:**
  - a. The law enforcement official represents that such information is needed to determine whether a violation of law by a person **other than the DFD client** and such information is not intended to be used against the DFD client.
  - b. The law enforcement official represents that immediate law enforcement activity that depends upon the disclosure would be materially and adversely affected by waiting until the DFD client is able to agree to the disclosure; and
  - c. The disclosure is in the best interests of the DFD client as determined by DFD in the exercise of professional judgment.
- ii. Because HIPAA rule states this is a “may” and not “shall”, DFD workforce members shall consult with their direct supervisor, the DFD privacy officer and DFD CAO to determine if DFD should release information to law enforcement.
- d. Decedents.
  - i. DFD **may** disclose protected health information about a DFD client who has died to a law enforcement official for the purpose of alerting law enforcement of the death of the DFD client if DFD has a suspicion that such death may have resulted from criminal conduct.
  - ii. Because HIPAA rule states this is a “may” and not “shall”, DFD shall consult with their direct supervisor, the DFD Privacy officer and DFD CAO to determine if DFD should release information to law enforcement.
- e. Crime on premises.
  - i. DFD **may** disclose to a law enforcement official protected health information that DFD believes in good faith constitutes evidence of criminal conduct that occurred on the premises of DFD
- f. Reporting crime in emergencies.
  - i. A covered health care provider providing emergency health care in response to a medical emergency, other than such emergency on the premises of the covered health care provider, **may** disclose protected health information to a law enforcement official if such disclosure appears necessary to alert law enforcement to:
    1. The commission and nature of a crime;
    2. The location of such crime or of the victim(s) of such crime; and
    3. The identity, description, and location of the perpetrator of such crime.
  - ii. If a covered health care provider believes that the medical emergency described is the result of abuse, neglect, or domestic violence of the individual in need of emergency health care, then 8.17.3 disclosures about victims of abuse, neglect, or domestic violence shall be followed.



**8.17.7 Section 6.17.7 Uses and Disclosures about DECEDENTS AND for Organ, eye or Tissue Donation Purposes.**

1. DFD standard business operations do not include operations covered in § 164.512(g) or § 164.512(h).

**8.17.8 Uses and Disclosures for Research Purposes<sup>66</sup>**

1. DFD may use or disclose DFD client PHI for research provided that:
  - a. Board approval or a waiver of authorization has been approved by:
    - i. An institutional Review Board (IRB)
    - ii. A privacy board that:
      1. Has members with varying backgrounds and appropriate professional competency as necessary to review the effect of the research protocol on the individuals privacy rights and related interests;
      2. Includes at least one member who is not affiliated with the covered entity, not affiliated with any entity conducting, or sponsoring the research, and not related to any person who is affiliated with any of such entities; and;
      3. Does not have any member, participating in a review of any project in which the member has a conflict of interest.
  - b. DFD obtains from the researcher:
    - i. Use or disclosure is sought solely to review PHI as necessary to prepare a research protocol or for similar purposes preparatory to research;
    - ii. No protected health information is to be removed from the covered entity by the researcher in the course of the review; and
    - iii. The protected health information for which use or access is sought is necessary for the research purposes.
  - c. If the DFD client data is from decedents, then the researcher must present IRB documentation and waiver documentation sufficient to satisfy § 164.512(1)(iii).
  - d. DFD must be provided review and approval procedures from the researcher that follow the Common Rule for IRB and Privacy Board.
  - e. DFD must be provided documentation on the IRB that is signed by the chair or other member as designated by the chair, of the IRB or Privacy Board.

**8.17.9 Uses and Disclosures to Avert a Serious Threat to Health or Safety<sup>67</sup>**

1. A DFD workforce member may, consistent with applicable law and standards of ethical conduct, use or disclose protected health information, if DFD in good faith, believes the use or disclosure:
  - a. Is necessary to prevent or lessen a serious and imminent threat to the health or safety of a person or the public; and

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<sup>66</sup> § 164.512(i) Uses and disclosures for research purposes

<sup>67</sup> § 164.512(j) Use and disclosures to avert serious threat to health or safety

- b. Is to a person or persons reasonably able to prevent or lessen the threat, including the target of the threat; or
    - c. Is necessary for law enforcement authorities to identify or apprehend an individual:
      - i. Because of a statement by an individual admitting participation in a violent crime that the covered entity reasonably believes may have caused serious physical harm to the victim; or
      - ii. Where it appears from all the circumstances that the individual has escaped from a correctional institution or from lawful custody.
2. A use or disclosure pursuant number 1 above, may not be made if the information described is learned by DFD:
  - a. In the course of treatment to affect the propensity to commit the criminal conduct that is the basis for the disclosure, or counseling or therapy; or
  - b. Through a request by the DFD client to initiate or to be referred for the treatment, counseling, or therapy.
3. A disclosure pursuant to number 1 above shall only contain the statement made by the individual and if it contains PHI that the information is relevant and material to a legitimate law enforcement purpose.
4. DFD workforce shall consult with their immediate supervisor, privacy officer and DFD CAO, and any DFD uses or disclosures in section 6.17.8 shall be presumed to have been made in good faith if the belief is based upon DFD's actual knowledge or in reliance on a credible representation by a person with apparent knowledge or authority.

**8.17.10 Procedures for Uses and disclosures for specialized government functions**

1. DFD falls under § 164.512(k)(6) Covered entities that are government programs providing public benefits, but does not fall under section § 164.512(k)(1-5).

**8.18 PROCEDURES FOR DE-IDENTIFICATION OF PHI<sup>68</sup>**

1. DFD may use de-identified PHI.
2. Requirements for de-identification of PHI:
  - a. A person with appropriate knowledge of and experience with generally accepted statistical and scientific principles and methods for rendering information not individually identifiable. The DFD privacy officer will work with TS and/or DFD data analysts or data architects and DFD CAO to ensure appropriate statistical and scientific principles are used and:
    - i. Applying such principles and methods, determines that the risk is very small that the information could be used, alone or in combination with other reasonably available information, by an anticipated recipient to identify an individual who is a subject of the information; and
    - ii. Documents the methods and results of the analysis that justify such determination; or
  - b. The following identifiers of the individual or of relatives, employers, or household members of the individual, are removed:

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<sup>68</sup> § 164.514 (a) and(b) Other requirements relating to uses and disclosures of protected health information

- i. Names;
  - ii. All geographic subdivisions smaller than a State, including street address, city, county, precinct, zip code, and their equivalent geocodes, except for the initial three digits of a zip code if, according to the current publicly available data from the Bureau of the Census:
    1. The geographic unit formed by combining all zip codes with the same three initial digits contains more than 20,000 people; and
    2. The initial three digits of a zip code for all such geographic units containing 20,000 or fewer people is changed to 000.
  - iii. All elements of dates (except year) for dates directly related to an individual, including birth date, admission date, discharge date, date of death; and all ages over 89 and all elements of dates (including year) indicative of such age, except that such ages and elements may be aggregated into a single category of age 90 or older;
  - iv. Telephone numbers;
  - v. Fax numbers;
  - vi. Electronic mail addresses;
  - vii. Social security numbers;
  - viii. Medical record numbers;
  - ix. Health plan beneficiary numbers, including CBMS case number and household number;
  - x. Account numbers;
  - xi. Certificate/license numbers;
  - xii. Vehicle identifiers and serial numbers, including license plate numbers;
  - xiii. Device identifiers and serial numbers;
  - xiv. Web Universal Resource Locators (URLs);
  - xv. Internet Protocol (IP) address numbers;
  - xvi. Biometric identifiers, including finger and voice prints;
  - xvii. Full face photographic images and any comparable images; and
  - xviii. Any other unique identifying number, characteristic, or code, and
3. DFD Privacy officer, in working with agency analysts or data architects, may assign a code or other means of record identification to allow information de-identified under this section to be re-identified by DFD provided that:
- a. Derivation. The code or other means of record identification is not derived from or related to information about the individual and is not otherwise capable of being translated so as to identify the individual; and
  - b. Security. DFD does not use or disclose the code or other means of record identification for any other purpose, and does not disclose the mechanism for re-identification.

### **8.19 PROCEDURES FOR MINIMUM NECESSARY REQUIREMENTS<sup>69</sup>**

1. Minimum necessary uses of protected health information. DFD must identify:

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<sup>69</sup> § 164.514(d) Minimum necessary requirements.

- a. Those persons or classes of persons, as appropriate, in its workforce who need access to protected health information to carry out their duties.
  - i. DFD Privacy officer in collaboration with the DFD Division Supervisors and Managers, shall use division specific roles and functions to provision access to DFD client PHI.
  - ii. DFD Supervisors, based upon DFD business operations, determine the level of access needed.
  - iii. Prior to accessing DFD client data, all DFD workforce members must complete required state training and sign appropriate data use agreements that explain the conditions and rules related to the protected data.
    1. This includes City of Denver Acceptable Use Agreement as well as any State of Colorado or Federal data use agreements.
    2. The Administration Division shall maintain records for DFD workforce with access to state interfacing systems.
  - iv. DFD Privacy officer shall ensure that reasonable efforts are made to limit access to the minimum needed to complete the DFD business function.
2. DFD workforce shall follow Section 8.15 on valid ROIs which includes minimum necessary restrictions on requesting and disclosing information.
  - a. DFD workforce shall only request the minimum necessary PHI to complete the specific business function.
  - b. DFD workforce will only access the minimum necessary PHI to complete the specific business function.
  - c. DFD workforce will only use the minimum necessary PHI to complete the specific business function.
3. DFD workforce is prohibited from accessing, using, disclosing an entire record set unless it is specifically justified and is reasonably necessary to accomplish the specific business function.

**8.20 PROCEDURES FOR LIMITED DATA SETS AND DATA USE AGREEMENTS<sup>70</sup>**

1. DFD may use or disclose a limited data set if DFD enters a data use agreement with a business associate and/or for the purposes of research, public health, or DFD standard work.
2. A data use agreement between DFD and the limited data set recipient must:
  - a. Establish the permitted uses and disclosures of such information by the limited data set recipient. The data use agreement may not authorize the limited data set recipient to use or further disclose the information in a manner that would violate HIPAA if done by DFD.
  - b. Establish who is permitted to use or receive the limited data set; and
  - c. Provide that the limited data set recipient will:
    - i. Not use or further disclose the information other than as permitted by the data use agreement or as otherwise required by law;
    - ii. Use appropriate safeguards to prevent use or disclosure of the information other than as provided for by the data use agreement;

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<sup>70</sup> § 164.514(d)(4) Data use agreement specifications

- iii. Report to the DFD any use or disclosure of the information not provided for by its data use agreement of which it becomes aware;
  - iv. Ensure that any agents to whom it provides the limited data set agree to the same restrictions and conditions that apply to the limited data set recipient with respect to such information; and
  - v. Not identify the information or contact the individuals.
- d. Should DFD be made aware that a limited data set user has violated the terms of the data use agreement, then DFD shall immediately terminate the agreement and report the incident to the Office of Civil Rights.
- i. DFD workforce shall inform the DFD privacy officer and/or privacy specialist immediately.

### **8.21 PROCEDURES FOR USES AND DISCLOSURES FOR FUNDRAISING**

1. DFD business operations do not currently include the use of DFD client data for fundraising purposes. Should DFD's business operations change to include fundraising, DFD Privacy officer will amend the HIPAA procedures to include the provisions found in § 164.514(f).

### **8.22 PROCEDURES FOR USES AND DISCLOSURES FOR UNDERWRITING AND RELATED PURPOSES**

1. DFD does not perform any underwriting or related duties. Should DFD's business operations shift to include these functions, then the DFD Privacy officer will amend the HIPAA procedures to include the provisions found in § 164.514(g).

### **8.23 PROCEDURES FOR VERIFICATION REQUIREMENTS<sup>71</sup>**

1. DFD workforce members shall verify the identity of a person requesting DFD client PHI and the authority of any such person to have access to DFD client PHI, if the identity or any such authority of such person is not known to DFD; and
2. DFD workforce members shall obtain and include in the DFD client record any documentation, statements, or representations, whether oral or written, from the person requesting the DFD client PHI when such documentation, statement, or representation is a condition of the disclosure.
  - a. This can include:
    - i. Valid release of information forms per Section 6.15
    - ii. Court order
    - iii. Subpoena
    - iv. Data use agreements

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<sup>71</sup> § 164.514(h) Verification requirements

## **8.24 PROCEDURES FOR PROVISION OF THE NOTICE OF PRIVACY PRACTICES TO DFD CLIENTS<sup>72</sup>**

1. DFD workforce members shall inform DFD clients about a Notice of Privacy Practices (NPP) that explains the uses and disclosures of PHI that may be made by DFD and provides the DFD client a notice of their rights and DFD duties with respect to PHI.
2. The DFD privacy officer shall ensure that the NPP is posted on DFD's website.
3. The DFD privacy officer shall ensure that the NPP has all required elements as specified in § 164.520(b)(1) Required Elements.
4. If there is a material change to the NPP based upon a change in law, the DFD privacy officer shall ensure that the updated version will be provided to all DFD clients via DFD's website.
5. If there is a material change to the NPP based upon a change in law, the DFD privacy officer shall ensure that the updated version is posted on the web site, with the effective date and an explanation of any material changes.

## **8.25 PROCEDURES FOR DFD CLIENTS RIGHTS TO REQUEST PRIVACY PROTECTION FOR PHI<sup>73</sup>**

There are two specific privacy rights that DFD clients may request: Right of an individual to request restriction of uses and disclosures and confidential communications requirement.

### **8.25.1 Procedures for Right of an individual to request restriction of uses and disclosures<sup>74</sup>**

1. DFD workforce must permit DFD clients the right to request restrictions on the uses or disclosures of PHI about the DFD client used to carry out DFD standard work that involves the use of DFD client PHI, except:
  - a. DFD has right to use the PHI as allowed by law.
  - b. DFD has the right to use PHI if the DFD client who requested the restriction is in need of emergency treatment and the restricted PHI is needed to provide the emergency treatment.
  - c. If the restricted PHI is disclosed for emergency treatment, DFD shall request that the health care provider not further use or disclose the information.
2. DFD workforce shall provide to the DFD client seeking a restriction the form "Request to Restriction of Uses and Disclosures". DFD shall retain this document in the DFD client record.
3. DFD workforce shall provide the completed form to DFD Legal and the DFD Privacy officer who shall determine if DFD agrees to the restriction.
  - a. DFD shall agree with the restriction unless:
    - i. The disclosure is for the purpose of carrying out payment or health care operations and is not otherwise required by law; and,
    - ii. The PHI pertains solely to a health care item or service for which the individual, or person other than the health plan on behalf of the individual, has paid the covered entity in full.
4. DFD may terminate a restriction if:

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<sup>72</sup> § 164.520 Notice of privacy practices for protected health information

<sup>73</sup> § 164.522 Rights to request privacy protection for protected health information.

<sup>74</sup> § 164.522(a)(1) Rights to request privacy protection for protected health information.

- a. The DFD client agrees to or requests the termination in writing. DFD shall retain the documentation in the DFD client record.
- b. The DFD client verbally agrees to the termination and the verbal agreement is document by the DFD workforce member in the DFD client record.
- c. DFD informs the DFD client that DFD is terminating its agreement to a restriction except that the termination shall only be effective with respect to the PHI created or received after DFD has informed the DFD client.
- d. The decision for DFD to terminate a restriction shall be made by DFD Legal and the DFD Privacy officer.

#### **8.25.2 Procedures for Confidential communications requirements<sup>75</sup>**

1. DFD must permit DFD clients to request and must accommodate reasonable requests by individuals to receive communications of PHI from DFD by alternative means or at alternative locations.
2. DFD workforce shall document the DFD client's request for confidential communications in the DFD client record and will ensure the appropriate alternate method is clearly indicated in the DFD client record.
3. The DFD client must provide to DFD a valid alternative address, email and/or phone number for confidential communication.
4. DFD workforce may not ask for an explanation as to why the DFD client is requesting confidential communication.

## **8.26 PROCEDURES FOR ACCESS OF INDIVIDUALS TO PHI**

### **8.26.1 Procedures for Right of Access**

1. DFD clients, have a right to access, to inspect and obtain a copy of PHI in the DFD client record, except for:
  - a. Psychotherapy notes
  - b. Information compiled in reasonable anticipation of, or for use in a civil, criminal, or administrative action or proceeding.
    - i. This includes court order psychological or psychiatric evaluations in child welfare and/or adult protection cases. **These may not be released to the DFD client by DFD.**

### **8.26.2 Procedures for Unreviewable Grounds for Denial**

1. DFD Legal and the DFD Privacy officer may deny a DFD client access without providing the DFD client an opportunity for review in the following circumstances:
  - a. The conditions in 6.26.1.1. a and b are met (psychotherapy notes or information compiled for civil, criminal, or administrative action or proceeding).
  - b. The PHI is subject to the Privacy Act and access under the Privacy Act would meet the requirements of that law.

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<sup>75</sup> § 164.522(b)(1) Confidential communications requirements



- c. If the PHI obtained from someone other than a health care provider under a promise of confidentiality and the access requested would be reasonably likely to reveal the source of the information.

### **8.26.3 Procedures for Reviewable grounds for Denial**

1. DFD Legal and the DFD Privacy officer may deny a DFD client access, provided that the DFD client is given a right to have such denials reviewed. DFD may deny access and the decision may reviewed in the following circumstances:
  - a. In the exercise of good judgment, the access requested is reasonably likely to endanger the life or physical safety of the individual or another person.
  - b. The PHI makes reference to another person (unless such other person is a health care provider) and a licensed health care professional has determined, in the exercise of professional judgment, that the access requested is reasonably likely to cause substantial harm to such other person; or
  - c. The request for access is made by the individual's personal representative and a licensed health care professional has determined, in the exercise of professional judgment, that the provision of access to such personal representative is reasonably likely to cause substantial harm to the individual or another person.
2. The DFD client has the right to request a review of the denial and DFD shall request that City Attorney's Office provide the impartial review.

## **8.27 PROCEDURES FOR DFD CLIENTS REQUESTS FOR ACCESS AND TIMELY ACTION<sup>76</sup>**

1. DFD privacy officer shall accept all DFD client requests for access to their PHI.
2. DFD privacy officer shall accept only written requests which shall be placed in the DFD client record.
3. A DFD workforce member shall contact their direct supervisor and the DFD Privacy officer if they receive a request.
4. DFD Privacy officer and if needed the DFD CAO shall make a determination of the request no later than 30 days after receipt of the request. The procedures are as follows:
  - a. If DFD grants the request, in whole or in part, DFD must inform the DFD client of the acceptance of the request and provide access. (See section 6.28 Provision of Access).
  - b. IF DFD denies the request, in whole or in part, the DFD Privacy officer will provide the DFD Client with a written denial, see Section 6.29.
  - c. If DFD requires more than 30 days to make a determination, the DFD Privacy officer will provide the DFD client that an extension is needed for an additional 30 days.
  - d. DFD may not exceed 60 days in processing a client's request for accessing their PHI.

## **8.28 PROCEDURES FOR PROVISION OF ACCESS FOR DFD CLIENTS<sup>77</sup>**

1. If DFD grants the DFD client access to their PHI per their request, the following requirements must be met:

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<sup>76</sup> § 164.524 (b) Access of individuals to protected health information.

<sup>77</sup> § 164.524 (c) Provision of Access



- a. DFD must provide the access requested the DFD client, including inspection or obtaining a copy, or both, of the protected health information about them in designated record sets. If the same protected health information that is the subject of a request for access is maintained in more than one designated record set or at more than one location, DFD need only produce the protected health information once in response to a request for access.
- b. Forms of Access:
  - i. DFD must provide the DFD client with access to the protected health information in the form and format requested by the DFD client if it is readily producible in such form and format; or, if not, in a readable hard copy form or such other form and format as agreed to by DFD and the individual.
  - ii. If the PHI that is the subject of a request for access is maintained in one or more designated record sets electronically and if the DFD client requests an electronic copy of such information. DFD must provide the individual with access to the PHI in the electronic form and format requested by the individual, if it is readily producible in such form and format; or, if not, in a readable electronic form and format as agreed to by DFD and the DFD client.
  - iii. DFD may provide the individual with a summary of the PHI requested, in lieu of providing access to the PHI or may provide an explanation of the PHI to which access has been provided, if:
    - 1. The DFD client agrees in advance to such a summary or explanation; and
    - 2. The DFD client in advance to the fees imposed, if any, by DFD for such summary or explanation.
- c. Time and Manner of Access
  - i. DFD must provide the access as requested by the individual in a timely manner as noted in Section 6.27, including arranging with the DFD client for a convenient time and place to inspect or obtain a copy of the PHI, or mailing the copy of the PHI at the individual's request. DFD may discuss the scope, format, and other aspects of the request for access with the individual as necessary to facilitate the timely provision of access.
  - ii. If a DFD client's request for access directs DFD to transmit the copy of protected health information directly to another person designated by the individual, DFD must provide the copy to the person designated by the DFD client. The DFD client's request must be in writing, signed by the DFD client, and clearly identify the designated person and where to send the copy of PHI.
- d. DFD may charge the DFD client fees for accessing their PHI, provided that the fee includes only the cost of:
  - i. Labor for copying the PHI requested by the DFD Client, whether in paper or electronic form;
  - ii. Supplies for creating the paper copy or electronic media if the DFD client requests that the electronic copy be provided on portable media;
  - iii. Postage, when the DFD client has requested the copy, or the summary or explanation, be mailed; and
  - iv. Preparing an explanation or summary of the PHI, if agreed to by the DFD client.

### **8.29 PROCEDURES FOR DENIAL OF ACCESS REQUEST<sup>78</sup>**

1. If DFD denies access, in whole or in part, to PHI the DFD must comply with the following requirements.
  - a. Making other information accessible. DFD must, to the extent possible, give the DFD client access to any other PHI requested, after excluding the PHI as to which the DFD has a ground to deny access.
    - i. The DFD Privacy officer and DFD Legal will assess which PHI shall be excluded and which PHI shall be included.
  - b. DFD Privacy officer must provide a timely, written denial to the DFD client, in accordance with Section 6.27. The denial must be in plain language and contain:
    - i. The basis for the denial;
    - ii. If applicable, a statement of the DFD client's review rights, including a description of how the DFD client may exercise such review rights; and
    - iii. A description of how the DFD client may complain to the DFD or how the DFD can make a complaint via Office of Civil Rights portal. The description must include the name, or title, and telephone number of the DFD Privacy officer.
  - c. If DFD does not maintain the PHI that is the subject of the DFD client's request for access, and DFD knows where the requested information is maintained, DFD must inform the DFD client where to direct the request for access.
  - d. Review of denial requested. If the DFD client has requested a review of a denial, DFD must designate a licensed health care professional, who was not directly involved in the denial to review the decision to deny access. The covered entity must promptly refer a request for review to such designated reviewing official. The designated reviewing official must determine, within a reasonable period of time, whether or not to deny the access requested based on the standards in Section 6.27. The covered entity must promptly provide written notice to the individual of the determination of the designated reviewing official and take other action as required by this section to carry out the designated reviewing official's determination.

### **8.30 DOCUMENTATION REQUIREMENTS FOR ACCESS REQUESTS**

1. DFD workforce member must document the following and retain in the DFD client record:
  - a. The designated record sets that are subject to access by individuals.
  - b. The DFD Privacy officer is responsible for receiving and processing requests for access for DFD clients, and this must also be documented in the DFD client record. Currently that information is contained in the NPP and is provided to all DFD clients.

### **8.31 PROCEDURES FOR DFD CLIENTS TO AMEND THEIR PHI RECORD<sup>79</sup>**

1. DFD clients shall have the right to request DFD amend their PHI. DFD clients may make the request verbally or in written form.

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<sup>78</sup> § 164.524 (d) Denial of Access

<sup>79</sup> § 164.526 Amendment of protected health information

- a. The DFD workforce member shall document in the client's record and immediately contact their supervisor and the DFD Privacy officer to assess an appropriate response to the request.
2. DFD may deny the DFD client's request for amendment if DFD determines that the PHI or record that is subject of the request:
  - a. Was not created by DFD.
  - b. Not part of a DFD client record.
  - c. If the record in question contains psychotherapy notes.
  - d. DFD determines the record in question is accurate and complete.
  - e. See section 6.32 for denial procedures.
3. DFD must act on a request to amend PHI in a DFD client record within 60 days of the request and must:
  - a. If DFD accepts the request to amend the record, the DFD workforce member must make the appropriate amendment to the PHI or record that is the subject of the request for amendment by, at a minimum, identifying the records in the designated record set that are affected by the amendment and appending or otherwise providing a link to the location of the amendment.
  - b. Informing the individual. DFD's Privacy officer must timely inform the DFD client that the amendment is accepted and obtain the individual's identification of, and agreement to, have the DFD workforce member notify the relevant persons with which the amendment needs to be shared.
  - c. Informing others. DFD workforce members must make reasonable efforts to inform and provide the amendment within a reasonable time to:
    - i. Persons identified by the DFD client as having received PHI about the individual and needing the amendment; and
    - ii. Persons, including business associates, that DFD knows have the PHI that is the subject of the amendment and that may have relied, or could foreseeably rely, on such information to the detriment of the individual.

### **8.32 PROCEDURES FOR DENYING THE REQUEST TO AMEND PHI**

1. If DFD denies the request to amend PHI, in whole or in part, DFD must comply with the following requirements:
  - a. Denial. DFD Privacy officer must provide the DFD client with a timely, written denial. The denial must use plain language and contain:
    - i. The basis for the denial
    - ii. The DFD client's right to submit a written statement disagreeing with the denial and how the DFD client may file such a statement;
    - iii. A statement that, if the DFD client does not submit a statement of disagreement, the DFD client may request that DFD Privacy officer provide the individual's request for amendment and the denial with any future disclosures of the PHI that is the subject of the amendment; and
    - iv. A description of how the DFD client may complain to DFD and/or provide information for the DFD client to complain to the Office of Civil Rights. The description must include the name, or title, and telephone number of the DFD Privacy officer.

- b. DFD must permit the DFD client to submit to DFD a written statement disagreeing with the denial of all or part of a requested amendment and the basis of such disagreement. DFD may reasonably limit the length of a statement of disagreement.
- c. Rebuttal statement. DFD may prepare a written rebuttal to the individual's statement of disagreement. Whenever such a rebuttal is prepared, DFD must provide a copy to the DFD Client who submitted the statement of disagreement.
- d. Recordkeeping. DFD must, as appropriate, identify the record or PHI in the designated record set that is the subject of the disputed amendment and append or otherwise link the individual's request for an amendment, the covered entity's denial of the request, the individual's statement of disagreement, if any, and the DFD rebuttal, if any, to the designated record set.
- e. Future disclosures.
  - i. If a statement of disagreement has been submitted by the individual, the DFD privacy officer must include the material appended in accordance with paragraph or, at the election of DFD an accurate summary of any such information, with any subsequent disclosure of the PHI to which the disagreement relates.
  - ii. If the individual has not submitted a written statement of disagreement, DFD privacy officer must include the individual's request for amendment and its denial, or an accurate summary of such information, with any subsequent disclosure of the protected health information only if the individual has requested such action.

### **8.33 ACTIONS ON NOTICES OF AMENDMENT<sup>80</sup>**

1. If DFD is informed by another covered entity that a shared client has had their PHI amended, then DFD shall honor that amendment and adjust the DFD client's record accordingly.

### **8.34 PRIVACY OFFICER DESIGNATION TO RECEIVE REQUEST FOR AMENDED PHI**

1. The DFD privacy officer and/or the DFD privacy specialist are responsible for receiving and processing requests for amendments by DFD and retain the documentation as required for 6 years.

### **8.35 PROCEDURES FOR ACCOUNTING OF DISCLOSURES OF PHI<sup>81</sup>**

1. DFD clients shall have a right to receive an accounting of disclosures of PHI made by DFD in the 6 years prior to the date on which the accounting is requested except for:
  - a. To carry out treatment, payment, and health care operations.
  - b. As prohibited by law.
  - c. As prohibited in section § 164.528(a).
    - i. DFD privacy officer and DFD Legal shall screen all requests for an accounting of disclosure request by a DFD client to ensure it is not otherwise prohibited.
2. The accounting of disclosure shall contain:
  - a. Date of disclosure;

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<sup>80</sup> § 164.526(e) Amendment of protected health information

<sup>81</sup> § 164.528 Accounting of disclosures of protected health information.

- b. The name of the entity or person who received the protected health information and, if known, the address of such entity or person;
  - c. A brief description of the PHI disclosed; and
  - d. A brief statement of the purpose of the disclosure that reasonably informs the individual of the basis for the disclosure or, in lieu of such statement, a copy of a written request for a disclosure under §§ 164.502(a)(2)(ii) or 164.512, if any.
3. If, during the period covered by the accounting, DFD has made multiple disclosures of PHI to the same person or entity then DFD may provide a summary of dates and types of information disclosed as noted in section 2 above.
4. If DFD made a disclosure of PHI for research purposes, then DFD shall comply with §164.528(b)(4). Typically, DFD provides information for researchers based upon federal and state rules related to child protection and abuse prevention activities where DFD is a data user and not typically a data owner. Should this change, DFD privacy officer and DFD Legal shall abide by §164.528(b)(4) in accounting for disclosures related to research projects.

### **8.36 DOCUMENTATION PROCEDURES FOR ACCOUNTING OF DISCLOSURES**

1. All accounting of disclosure requests must be forwarded to the DFD privacy officer within 2 business days of being received by a DFD workforce member.
2. DFD privacy officer shall document the following and retain the documentation as required for 6 years:
  - a. The request by the DFD client for the accounting of disclosure.
  - b. The disposition of the request.
  - c. A summary of the information disclosed.
  - d. The name and title of the DFD privacy officer who processed the request.

### **8.37 ADMINISTRATIVE REQUIREMENTS FOR IMPLEMENTATION OF THE PRIVACY RULE<sup>82</sup>**

#### **8.37.1 Personnel Designations:**

1. DFD privacy officer and the DFD privacy specialist are the designated privacy officials for DFD and shall be responsible for the development and implementation of the policies and procedures for DFD.
2. DFD privacy officer and the DFD privacy specialist are designated as the public contact person for DFD clients and are responsible for receiving complaints and are able to provide further information to DFD clients about HIPAA.

#### **8.37.2 Documentation of Training Requirements<sup>83</sup>:**

1. The DFD privacy officer and the DFD privacy specialist shall ensure that all DFD workforce members receive annual HIPAA privacy and data security training.
2. The DFD privacy officer and the DFD privacy specialist shall ensure the following training requirements are enforced:

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<sup>82</sup> § 164.530 Administrative requirements.

<sup>83</sup> § 164.530(b) Administrative requirements: Training

- a. DFD must provide HIPAA training to each member of the DFD workforce annually.
  - b. DFD must provide HIPAA training to each new member of the DFD workforce within 60 days of hire.
  - c. To any DFD workforce member whose duties or functions change that requires additional HIPAA knowledge.
3. The DFD privacy officer and the DFD privacy specialist shall:
    - a. Document the training curriculum.
    - b. Document DFD workforce compliance to training mandate.

**8.37.3 Designation of Responsibility for Privacy Rule Safeguards<sup>84</sup>**

1. DFD shall have in place appropriate administrative, technical, and physical safeguards to adequately protect the privacy of DFD client PHI.
2. The DFD privacy officer and/or privacy specialist shall ensure that DFD workforce shall reasonably safeguard PHI from any intentional or unintentional use or disclosure that would result in a violation of the HIPAA rule standards and implementation specifications.
3. The DFD privacy officer and/or privacy specialist shall ensure that the DFD workforce must reasonably safeguard PHI to limit incidental uses or disclosures made pursuant to an otherwise permitted or required use or disclosure.

**8.37.4 Designation of Responsibility for Managing Privacy Complaints<sup>85</sup>**

1. The DFD privacy officer and/or privacy specialist shall ensure that DFD has policy and procedures for receiving related HIPAA complaints.
2. The DFD privacy officer and/or privacy specialist shall be responsible for receiving, managing, responding, and documenting all complaints related to HIPAA.

**8.37.5 Designation of Responsibility for Enforcing Workforce Sanctions<sup>86</sup>**

1. The DFD privacy officer, in collaboration with OHR, DFD CAO and the DFD Division Manager/Supervisor, shall document the enforcement of workforce sanctions for any DFD workforce member that fails to abide by HIPAA policy and procedures.
2. The DFD privacy officer shall document the type of workforce sanction enforced.

**8.37.6 Designation of Responsibility for Mitigation**

1. The DFD privacy officer and/or privacy specialist shall be responsible for mitigating, to the extent practicable, any harmful effect that is known to DFD of a use or disclosure of PHI in violation of HIPAA Rule.

**8.37.7 Designation of Responsibility for Ensuring No Intimidating or Retaliatory Acts<sup>87</sup>**

1. By exercising a DFD workforce member's right in reporting a HIPAA violation or the filing of a complaint related to HIPAA; The DFD privacy officer, in collaboration with DFD OHR, shall ensure

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<sup>84</sup> § 164.530(c) Administrative requirements: Safeguards

<sup>85</sup> § 164.530(d) Complaints to covered entity

<sup>86</sup> § 164.530(e) Workforce Sanctions

<sup>87</sup> § 164.530(g) Standard: Refraining from intimidating or retaliatory acts.

all CSA rules are followed and that no DFD workforce member is subject to intimidating or retaliatory acts.

**8.37.8 Designation of responsibility for ensuring no Waiver of Rights Occurs for DFD Clients<sup>88</sup>**

1. The DFD privacy officer shall ensure that DFD may not require a DFD client to waive their rights as outlined in HIPAA Rule. DFD workforce may not condition the provision of treatment, payment, enrollment in a health plan, or eligibility of benefits for a DFD client.

**8.37.9 Designation of Responsibility for Ensuring HIPAA Policies and Procedures are Enacted.**

1. The DFD privacy officer on behalf of DFD shall implement policies and procedures with respect to PHI that are designed to comply with the standards, implementation specifications, or other requirements of HIPAA Rule.
2. The DFD Privacy officer shall ensure the policies and procedures are reasonably designed, taking into account the size and the type of activities that relate to protected health information undertaken by a DFD, to ensure such compliance.
3. The DFD privacy officer shall be responsible for any changes to policies and procedures as necessary and appropriate to comply with changes in law, including the standards, requirements and implementation specifications as noted in HIPAA Rule.
4. The DFD privacy officer shall be responsible, whenever there is a change in law that necessitates a change to the DFD's policies or procedures, that DFD must promptly document and implement the revised policy and procedures.
5. If a change in law materially affects the content of the Notice of Privacy Practices, the DFD privacy officer shall ensure the revision is made promptly, published, and provided to DFD clients as noted by law.
6. The DFD privacy officer shall keep documentation of any changes in policy, procedure, or notice and retain such documentation for 6 years.
  - a. Policies and procedures may be kept in written or electronic form and must be sufficient to meet the burden of proof as noted in HIPAA Rule.
7. The DFD privacy officer shall ensure that any substantive or material changes required by law are enacted as of the implementation date of the new law.

**8.37.10 Section 6.37.10 Designation of responsibility for Retention Requirements<sup>89</sup>**

1. The DFD privacy officer, to the extent practical, shall be responsible for ensuring all HIPAA required documentation is kept for six years from the date of its creation, or the date when it last was in effect, whichever is later.

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<sup>88</sup> § 164.530 (h) Standard: Waiver of rights

<sup>89</sup> § 164.530 (j) Documentation: Retention requirements



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## 9 GLOSSARY OF TERMS

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All Privacy and Data Security definitions are from NIST unless otherwise specified. Explanations on how this impacts DFD are noted in (purple). If the term is specific to HIPAA it will be noted as (HIPAA)

### **AUDIT LOG**

A chronological record of information system activities, including records of system accesses and operations performed in a given period.

### **ACCESS**

Means the ability or the means necessary to read, write, modify, or communicate data/information or otherwise use any system resource

### **ACCESS CONTROL**

Procedures and controls that limit or detect access to critical information resources. This can be accomplished through software, biometrics devices, or physical access to a controlled space. For DFD access, controls are managed by the DFD division liaison, DFD data stewards, DFD privacy specialist, and the DFD privacy officer.

### **ADMINISTRATIVE SAFEGUARDS (HIPAA)**

Are administrative actions, and policies and procedures, to manage the selection, development, implementation, and maintenance of security measures to protect electronic protected health information and to manage the conduct of the covered entity's or business associate's workforce in relation to the protection of that information

### **AUDIT TRAIL**

A chronological record that reconstructs and examines the sequence of activities surrounding or leading to a specific operation, procedure, or event in a security-relevant transaction from inception to result.

### **AUTHENTICATION**

Verifying the identity of a user, process, or device, often as a prerequisite to allowing access to resources in an information system. (HIPAA) Authentication means the corroboration that a person is the one claimed.

### **AUTHORIZATION (TO OPERATE)**

The official management decision given by a senior organizational official to authorize operation of an information system and to explicitly accept the risk to organizational operations (including mission, functions, image, or reputation), organizational assets, individuals, other organizations, based on the implementation of an agreed-upon set of security controls.

### **AVAILABILITY**

Ensuring timely and reliable access to and use of information. Part of the information security triad: Confidentiality – Integrity – Availability. (HIPAA) Means the property that data or information is accessible and useable upon demand by an authorized person.

### **BUSINESS ASSOCIATE**

In HIPAA, the term used for subcontractor that creates, receives, maintains, or transmits protected health information on behalf of the business associate. DFD considers vendors, contractors, and subcontractors



that use DFD client PHI or PII business associates and requires that contracts and MOUs, MOAs have a business associate agreement (BAA).

**BREACH (HIPAA)**

Means the acquisition, access use, or disclosure of protected health information in a manner not permitted under subpart E of this part which compromises the security or privacy of the protected health information

**CIVIL MONETARY PENALTY (HIPAA)**

Means the amount determined under § 160.404 of fines levied for non-compliance to HIPAA Rule.

**COMMON CONTROL**

A security control that is inheritable by one or more organizational information systems. *For example, TS initiates common security controls for all CCD users. We rely on TS to ensure common baseline security controls such as password management are in place.*

**COMMON CONTROL PROVIDER**

An organizational official responsible for the development, implementation, assessment, and monitoring of common controls (i.e., security controls inheritable by information systems). *CCD's TS department is the common control provider for CCD systems.*

**COMPENSATING SECURITY CONTROLS**

The security controls employed in lieu of the recommended controls that provide equivalent or comparable protection for an information system or organization. *For DFD, when our field based workforce uses PII or PHI outside of the secured facilities, the compensating controls are the employee, locking document bags, and maintaining physical custody of protected information.*

**CONFIDENTIALITY**

Preserving authorized restrictions on information access and disclosure, including means for protecting personal privacy and proprietary information. Part of the information security triad: Confidentiality – Integrity – Availability. (HIPAA) Means the property that data or information is not made available or disclosed to unauthorized persons or processes.

**CONTROLLED AREA**

Any area or space for which an organization has confidence that the physical and procedural protections provided are enough to meet the requirements established for protecting the information and/or information system. *Badge access areas in our facilities are considered controlled areas and access is granted based upon the role, or business function that the employee needs to perform.*

**DATA AGGREGATION (HIPAA)**

Protected health information created or received by a business associate in its capaCCD as the business associate of a covered entity. The combining of such protected health information by the business associate with the protected health information received by the business associate in its capaCCD as a business associate of another covered entity. To permit data analyses that relate to the health care operations of the respective covered entities.

**DESIGNATED RECORD SET (HIPAA)**

A group of records maintained by or for a covered entity that is: (i) The medical records and billing records about individuals maintained by or for a covered health care provider; (ii) The enrollment, payment, claims adjudication, and case or medical management record systems maintained by or

for a health plan; or (iii) Used, in whole or in part, by or for the covered entity to make decisions about individuals. (2) For purposes of this paragraph, the term record means any item, collection, or grouping of information that includes protected health information and is maintained, collected, used, or disseminated by or for a covered entity.

**DISCLOSURE (HIPAA)**

Means the release, transfer, provision of access to, or divulging in any manner of information outside the entity holding the information.

**ENCRYPTION (HIPAA)**

Means the use of an algorithmic process to transform data into a form in which there is a low probability of assigning meaning without use of a confidential process or key.

**FAIR INFORMATION PRACTICE PRINCIPLES**

Principles that are widely accepted in the United States and internationally as a general framework for privacy and that are reflected in various federal and international laws and policies. In a number of organizations, the principles serve as the basis for analyzing privacy risks and determining appropriate mitigation strategies.

**HEALTH CARE OPERATIONS (HIPAA)**

This is the “O” in Treatment, Payment and Healthcare Operations referenced in the Notice of Privacy Practices. Means any of the following activities of the covered entity to the extent that the activities are related to covered functions:

- Quality assurance and quality improvement evaluation.

- Training and qualification reviews.

- Audit, legal services, fraud, and abuse detection, and compliance programs.

- Business management planning and general administrative activities of DFD. (What DFD refers to as standard work)

- Resolution of grievances and complaints

**HEALTH OVERSIGHT AGENCY (HIPAA)**

Agency or authority of the United States, a State, a territory, a political subdivision of a State or territory, or an Indian tribe, or a person or entity acting under a grant of authority from or contract with such public agency. Including the employees or agents of such public agency or its contractors or persons or entities to whom it has granted authority, that is authorized by law to oversee the health care system (whether public or private) **or government programs in which health information is necessary to determine eligibility or compliance**, or to enforce civil rights laws for which health information is relevant.

**IMPACT VALUE**

The assessed potential impact resulting from a compromise of the confidentiality, integrity, or availability of information expressed as a value of low, moderate, or high. *For DFD, we assess risk and assign an impact value based upon the mandatory HIPAA risk assessment.*

**IMPLEMENTATION SPECIFICATION (HIPAA)**

Means specific requirements or instructions for implementing a standard.

**INCIDENT**

An occurrence that actually or potentially jeopardizes the confidentiality, integrity, or availability of an information system or the information the system processes, stores, or transmits or that constitutes a

violation or imminent threat of violation of security policies, security procedures, or acceptable use policies.

**INDIVIDUALLY IDENTIFIABLE HEALTH INFORMATION (HIPAA)**

Pertains to data protected by HIPAA. Information that is a subset of health information, including demographic information collected from an individual, and is created or received by a health care provider, health plan, employer, or health care clearinghouse; and relates to the past, present, or future physical or mental health or condition of an individual; the provision of health care to an individual; or the past, present, or future payment for the provision of health care to an individual; and (i) That identifies the individual; or (ii) With respect to which there is a reasonable basis to believe the information can be used to identify the individual

**INFORMATION GOVERNANCE**

Is the set of multi-disciplinary structures, policies, procedures, processes and controls implemented to manage information at an enterprise level, supporting an organization's immediate and future regulatory, legal, risk, environmental and operational requirements.

**INFORMATION SECURITY**

The protection of information and information systems from unauthorized access, use, disclosure, disruption, modification, or destruction to provide confidentiality, integrity, and availability.

**INFORMATION SYSTEM (HIPAA)**

Means an interconnected set of information resources under the same direct management control that shares common functionality. A system normally includes hardware, software, information, data, applications, communications, and people.

**INTEGRITY**

Guarding against improper information modification or destruction and includes ensuring information non-repudiation and authentic CCD. HIPAA rule defines integrity as the property that data or information have not been altered or destroyed in an unauthorized manner. (HIPAA) means the property that data or information have not been altered or destroyed in an unauthorized manner.

**MALICIOUS SOFTWARE (HIPAA)**

Means software, for example, a virus, designed to damage or disrupt a system.

**MINIMUM NECESSARY**

Per HIPAA rules, when using or disclosing protected health information or when requesting protected health information DFD must make reasonable efforts to limit protected health information to the minimum necessary to accomplish the intended purpose of the use, disclosure, or request.

**MULTIFACTOR AUTHENTICATION**

Authentication using two or more different factors to achieve authentication. Factors include: (i) something you know (e.g., password/PIN); (ii) something you have (e.g., cryptographic identification device, token); or (iii) something you are (e.g., biometric). See Authenticator.

**NETWORK ACCESS**

Access to an information system by a user (or a process acting on behalf of a user) communicating through a network (e.g., local area network, wide area network, Internet).

**OVERLAY**

A specification of security controls, control enhancements, supplemental guidance, and other supporting information employed during the [tailoring](#) process, that is intended to complement (and further refine) security control baselines. The overlay specification may be more stringent or less stringent than the original security control baseline specification and can be applied to multiple information systems.

**PASSWORD (HIPAA)**

Means confidential authentication information composed of a string of characters.

**PAYMENT (HIPAA)**

The activities undertaken by:

Except as prohibited under § 164.502(a)(5)(i), a health plan to obtain premiums or to determine or fulfill its responsibility for coverage and provision of benefits under the health plan; or (ii) A health care provider or health plan to obtain or provide reimbursement for the provision of health care; and (2) The activities in paragraph (1) of this definition relate to the individual to whom health care is provided and include, but are not limited to: (i) Determinations of eligibility or coverage (including coordination of benefits or the determination of cost sharing amounts), and adjudication or subrogation of health benefit claims; (ii) Risk adjusting amounts due based on enrollee health status and demographic characteristics; (iii) Billing, claims management, collection activities, obtaining payment under a contract for reinsurance (including stop-loss insurance and excess of loss insurance), and related health care data processing; (iv) Review of health care services with respect to medical necessity, coverage under a health plan, appropriateness of care, or justification of charges; (v) Utilization review activities, including precertification and preauthorization of services, concurrent and retrospective review of services; and (vi) Disclosure to consumer reporting agencies of any of the following protected health information relating to collection of premiums or reimbursement: (A) Name and address; (B) Date of birth; (C) Social security number; (D) Payment history; (E) Account number; and (F) Name and address of the health care provider and/or health plan.

**PERSONALLY IDENTIFIABLE INFORMATION (PII)**

Information which can be used to distinguish or trace the identity of an individual (e.g., name, social security number, biometric records, etc.) alone, or when combined with other personal or identifying information which is linked or linkable to a specific individual (e.g., date and place of birth, mother's maiden name, etc.).

**PHYSICAL ACCESS CONTROL SYSTEM**

An automated system that manages the passage of people or assets through an opening(s) in a secure perimeter(s) based on a set of authorization rules. (For DFD this is our badge controlled areas).

**PHYSICAL SAFEGUARDS (HIPAA)**

Measure policies, and procedures to protect covered entity's or business associate's electronic information systems and related buildings and equipment, from natural and environmental hazards, and unauthorized intrusion.

**PORTABLE STORAGE DEVICE**

An information system component that can be inserted into and removed from an information system, and that is used to store data or information (e.g., text, video, audio, and/or image data). Such

components are typically implemented on magnetic, optical, or solid state devices (e.g., floppy disks, compact/digital video disks, flash/thumb drives, external hard disk drives, and flash memory cards/drives that contain non-volatile memory).

### **PRIVACY IMPACT ASSESSMENT (PIA)**

An analysis of how information is handled: (i) to ensure handling conforms to applicable legal, regulatory, and policy requirements regarding privacy; (ii) to determine the risks and effects of collecting, maintaining, and disseminating information in identifiable form in an electronic information system; and (iii) to examine and evaluate protections and alternative processes for handling information to mitigate potential privacy risks.

### **PRIVACY NOTICE (GENERIC)**

A statement made to a data subject that describes how the organization collects, uses, retains and discloses personal information. A privacy notice is sometimes referred to as a privacy statement, a fair processing statement or sometimes a privacy policy. Special privacy notices are also mandated by specific laws such as HIPAA.

### **PROTECTED HEALTH INFORMATION (PHI)**

As it pertains to data under HIPAA, PHI means individually identifiable health information that is: (i) Transmitted by electronic media; (ii) Maintained in electronic media; or (iii) Transmitted or maintained in any other form or medium.

### **PSYCHOTHERAPY NOTES (HIPAA)**

Means notes recorded (in any medium) by a health care provider who is a mental health professional documenting or analyzing the contents of conversation during a private counseling session or a group, joint, or family counseling session and that are separated from the rest of the individual's medical record. Psychotherapy notes excludes medication prescription and monitoring, counseling session start and stop times, the modalities and frequencies of treatment furnished, results of clinical tests, and any summary of the following items: Diagnosis, functional status, the treatment plan, symptoms, prognosis, and progress to date.

### **REASONABLE CAUSE (HIPAA)**

Means an act or omission in which a covered entity or business associate knew, or by exercising reasonable diligence would have known, that the act or omission violated an administrative simplification provision, but in which the covered entity or business associate did not act with willful neglect.

### **REASONABLE DILIGENCE (HIPAA)**

The business care and prudence expected from a person seeking to satisfy a legal requirement under similar circumstances.

### **REMOTE ACCESS**

Access to an organizational information system by a user (or a process acting on behalf of a user) communicating through an external network (e.g., the Internet).

### **RISK**

A measure of the extent to which an entity is threatened by a potential circumstance or event, and typically a function of: (i) the adverse impacts that would arise if the circumstance or event occurs; and (ii) the likelihood of occurrence. Information system-related security risks are those risks that arise from the loss of confidentiality, integrity, or availability of information or information systems and reflect the

potential adverse impacts to organizational operations (including mission, functions, image, or reputation), organizational assets, individuals, other organizations, and the Nation.

**RISK ASSESSMENT**

The process of identifying risks to organizational operations (including mission, functions, image, reputation), organizational assets, individuals, other organizations, and the Nation, resulting from the operation of an information system. Part of risk management, incorporates threat and [vulnerability](#) analyses, and considers mitigations provided by security controls planned or in place. Synonymous with risk analysis.

**RISK MANAGEMENT**

The program and supporting processes to manage information security risk to organizational operations (including mission, functions, image, reputation), organizational assets, individuals, other organizations, and includes: (i) establishing the context for risk-related activities; (ii) assessing risk; (iii) responding to risk once determined; and (iv) monitoring risk over time.

**RISK MITIGATION**

Prioritizing, evaluating, and implementing the appropriate risk reducing controls/countermeasures recommended from the risk management process.

**RISK MONITORING**

Maintaining ongoing awareness of an organization's risk environment, risk management program, and associated activities to support risk decisions.

**ROLE-BASED ACCESS CONTROL**

Access control based on user roles (i.e., a collection of access authorizations a user receives based on an explicit or implicit assumption of a given role). Role permissions may be inherited through a role hierarchy and typically reflect the permissions needed to perform defined functions within an organization. A given role may apply to a single individual or to several individuals.

**SAFEGUARDS**

Protective measures prescribed to meet the security requirements (i.e., confidentiality, integrity, and availability) specified for an information system. Safeguards may include security features, management constraints, personnel security, and security of physical structures, areas, and devices. Synonymous with security controls and countermeasures.

**SANITIZATION**

Actions taken to render data written on media unrecoverable by both ordinary and, for some forms of sanitization, extraordinary means. Process to remove information from media such that data recovery is not possible. It includes removing all classified labels, markings, and activity logs.

**SECURITY**

A condition that results from the establishment and maintenance of protective measures that enable an enterprise to perform its mission or critical functions despite risks posed by threats to its use of information systems. Protective measures may involve a combination of deterrence, avoidance, prevention, detection, recovery, and correction that should form part of the enterprise's risk management approach. **(HIPAA) Security** means the attempted or successful unauthorized access, use, disclosure, modification, or destruction of information or interference with system operations in an information system.

**STANDARD (HIPAA)**

Means a rule, condition, or requirement: (1) Describing the following information for products, systems, services, or practices: (i) Classification of components; (ii) Specification of materials, performance, or operations; or (iii) Delineation of procedures; or (2) With respect to the privacy of protected health information.

**SUBCONTRACTOR (HIPAA)**

Means a person to whom a business associate delegates a function, activity, or service, other than in the capaCCD of a member of the workforce of such business associate.

**TECHNICAL SAFEGUARDS (HIPAA)**

Means the technology and the policy and procedures for its use that protect electronic protected health information and control access to it.

**TAILORING**

The process by which security control baselines are modified by: (i) identifying and designating common controls; (ii) applying scoping considerations on the applicability and implementation of baseline controls; (iii) selecting compensating security controls; (iv) assigning specific values to organization-defined security control parameters; (v) supplementing baselines with additional security controls or control enhancements; and (vi) providing additional specification information for control implementation.

**TREATMENT (HIPAA)**

Means the provision, coordination, or management of health care and related services by one or more health care providers, including the coordination or management of health care by a health care provider with a third party; consultation between health care providers relating to a patient; or the referral of a patient for health care from one health care provider to another.

**TRUSTWORTHINESS**

The attribute of a person or enterprise that provides confidence to others of the qualifications, capabilities, and reliability of that entity to perform specific tasks and fulfill assigned responsibilities

**TRUSTWORTHINESS (INFORMATION SYSTEM)**

The degree to which an information system (including the information technology components that are used to build the system) can be expected to preserve the confidentiality, integrity, and availability of the information being processed, stored, or transmitted by the system across the full range of threats. A trustworthy information system is a system that is believed to be capable of operating within defined levels of risk despite the environmental disruptions, human errors, structural failures, and purposeful attacks that are expected to occur in its environment of operation.

**UNSECURED PROTECTED HEALTH INFORMATION (HIPAA)**

Protected health information that is not rendered unusable, unreadable, or indecipherable to unauthorized persons through the use of a technology or methodology specified by the Secretary in the guidance issued under section 13402(h)(2) of Public Law 111-5.

**USER (HIPAA)**

Means a person or entity with authorized access.



**VIRTUAL PRIVATE NETWORK**

Protected information system link utilizing tunneling, security controls, and endpoint address translation giving the impression of a dedicated line.

**VULNERABILITY**

Weakness in an information system, system security procedures, internal controls, or implementation that could be exploited or triggered by a threat source.

**WORKSTATION (HIPAA)**

An electronic computing device, for example, a laptop or desktop computer, or any other device that performs similar functions, and electronic media stored in its immediate environment.

**WILLFUL NEGLECT (HIPAA)**

Conscious, intentional failure, or reckless indifference to the obligation to comply with the administrative simplification provision violated.

Document Name	1081.00a Denver Fire Department HIPAA Guidelines
Storage Location	Target Solutions
Approved On	2020-12-10



DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1082.00
Date:	01-26-2021
Approved:	JAV
Review Date:	01-26-2023
Replaces:	Same, dated 12-13-17

Topic: Outside Employment or Business Activity

**PURPOSE:** To outline the responsibility of all members to avoid potential conflicts of interest regarding employment or business activity away from the Denver Fire Department

**SCOPE:** Applies to all Denver Fire Department personnel

*The Denver Code of Ethics (March 6, 2017, as amended) addresses outside employment or business activity in Sections 2-61(g) and 2-63. All DFD members who engage in outside employment or business activity shall read and understand the provisions of these Sections, which are outlined on the Report of Outside Employment or Business Activity and Request Form to be submitted.*

**PROCEDURES FOR EMPLOYEES:**

1. All employees desiring to engage in outside employment or outside business activity must complete and submit a Report of Outside Employment or Business Activity and Request for Approval form for the current year, through chain of command (outlined on the form), to the Deputy Chief of Department **prior to** engaging in the activity. The Deputy Chief will review the request and give final approval.
2. A new request form shall be filed by the end of January in each year in which the employee works or intends to work, or when the nature of the outside work changes.
3. A request form shall be submitted at any time during the year when the employee desires to engage in an activity for which a request has not been previously made.
4. Requests will be reviewed by the Deputy Chief and emailed to the employee with approval or disapproval. Copies of the form will be scanned to the employee's electronic personnel file.

**CRITERIA FOR EVALUATING OFF DUTY EMPLOYMENT OR BUSINESS:**

- Any activities directly or indirectly connected with any off-duty work shall not interfere with Fire Department duties or responsibilities.
- Work hours of the off-duty employment or activity shall not interfere with the employee's Fire Department work schedule and shall not compromise the employee's performance.
- Off-duty business or employment shall not result in a conflict of interest as defined by the *Denver Code of Ethics*, Sections 2-61(g) and 2-63.

**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

<b>Topic No:</b>	<b>1082.00</b>
<b>Date:</b>	<b>01-26-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>01-26-2023</b>
<b>Replaces:</b>	<b>Same, dated 12-13-17</b>

**Topic: Outside Employment or Business Activity**

- Off-duty business or employment shall not constitute a threat to the status or integrity of the Denver Fire Department, including employment dealing with adult entertainment, pornography, or gambling not exempted by law.

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic: Retirement Procedures – New Hire Pension Plan

Topic No:	1083.00
Date:	08-23-2022
Approved:	KV
Review Date:	08-23-2025
Replaces:	Same, dated 01-05-18

**PURPOSE:** To provide assistance to Denver Fire Department (DFD) members in the process of retirement from the Department. Retirement from the DFD is a member’s personal choice and occurs only at the option of the member (Exception: Members who have entered the Deferred Retirement Option Plan must be separated no more than 5 years after entry into the Plan).

**SCOPE:** Applies to all uniformed members(s) of the Denver Fire Department.

**DEFINITIONS:**

**Fire and Police Pension Association (FPPA):** The Fire & Police Pension Association of Colorado was established January 1, 1980 and administers a statewide multiple employer public employee retirement system providing defined benefit plan coverage (The Statewide Defined Benefit Plan) as well as death and disability coverage (the Statewide Death and Disability Plan) for police officers and firefighters throughout the State of Colorado.

*The Statewide Defined Benefit allows for New Hires to DROP and/or RETIRE.*

**Normal Retirement:** At least 25 years of service and age 55 OR eligible for Rule of 80 (Beginning January 2, 2021, any member covered by the Statewide Defined Benefit Plan who has attained the age of 50, and whose combined age and years of service is equal to at least 80 and not receiving a disability benefit, should be eligible).

- Not Entering DROP
- Entering DROP

**Vested Retirement:** At least 5 years of service-payable at age 55.

- Not Entering DROP - Retiring at any age with pension benefits payable at age 55.
- Entering DROP - At least age 55.

**Early Retirement:** At least 30 years of service or age 50.

- Not entering DROP
- Entering DROP

**Deferred Retirement Option Plan (DROP):** In order to enter DROP, the member must meet one of the following criteria:

- be eligible for Normal Retirement (at least 25 years of service and age 55 or eligible for Rule of 80); or
- be eligible for Vested Retirement (5 - 24 years of service and age 55); or
- be eligible for Early Retirement (at least 30 years of service or age 50).

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic No:	1083.00
Date:	08-23-2022
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Topic: Retirement Procedures – New Hire Pension Plan

Instead of terminating employment and receiving retirement benefits, a member could choose to participate in the DROP and continue employment for a maximum of five years. A written agreement between the member and the employer is required. While participating in the DROP, a member earns no additional service credit toward retirement.

**Deferred Retirement:** Eligible for Normal Retirement (including Rule of 80) or Vested Retirement, may defer receipt of pension up to age 65.

**OVERVIEW:**

The following applies to “New Hire” (Statewide Defined Benefit Plan) members who wish to retire under specified circumstances or need to apply for a disability pension. All members should become familiar with the provisions of the Fire and Police Pension Association (FPPA) Handbook. Please visit their website for the most current version at [www.fppaco.org](http://www.fppaco.org). Members may not be ordered or coerced to retire, and there is no mandatory retirement age. All information regarding retirement, including disability retirement, is provided by the FPPA for the member’s consideration and is not intended to direct or influence the member’s retirement option choices. FPPA can be reach at 303.770.3772.

**A. “NEW HIRE” REGULAR PENSION (AGE & SERVICE)**

1. Members in the “New Hire” plan may request a normal pension if they have completed 25 years of service and are at least 55 years of age, or eligible for the Rule of 80. **Members may request a disability pension directly through FPPA if they do not have age and service.**
2. The effective date of retirement will be up to the member; but in no case, will it be more than five (5) years from the date the member entered the DROP. There is no mandatory retirement age.
3. Member calls the Department of Safety HR Team at 720.913.3451 to obtain an estimate of their sick and vacation accruals.
4. Member calls the Department of Safety Benefits Team at 720.913.6741 to schedule an appointment and complete out processing paperwork.
5. Member calls the Fire and Police Pension Association (FPPA) at 303.770.3772 to schedule an appointment or ask questions regarding their pension options.

DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

<b>Topic No:</b>	<b>1083.00</b>
<b>Date:</b>	<b>08-23-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>08-23-2025</b>
<b>Replaces:</b>	<b>Same, dated 01-05-18</b>

**Topic: Retirement Procedures – New Hire Pension Plan**

6. The Department of Safety Benefits Team notifies FPPA and disseminates retiree paperwork to the appropriate personnel regarding the member’s retirement date.
7. Member must personally take their protective clothing and safety equipment to the DFD Warehouse.
8. Payroll has up to 60 days from the last paycheck received from the City to deposit the sick/vacation accruals or any contributions to deferred compensation or Post Employment Health Plan (PEHP).

**B. “NEW HIRE” VESTED PENSION (HAS NOT ATTAINED AGE AND SERVICE)**

The steps are similar to those in the New Hire Normal Pension. Review FPPA Handbook for details and set up an appointment with the Benefits Team.

**C. “NEW HIRE” DIABILITY PENSION**

There are several important differences in this type of pension as opposed to the “Normal” pension for New Hires. Consult FPPA directly with questions 303.770.3772.

**D. MEMBER ENTERING THE DROP**

Contact the Safety Benefits Team at 720.913.6741 to schedule an appointment up to 60 days prior to your retirement date.

**Things to Know**

- New Hire members may enroll in the DROP when they attain the minimum requirements for a normal retirement. Eligibility is when you have attained both the age of 55 years of age and have completed 25 years of service or eligible for the Rule of 80.
- DROP is non- revocable.
- DROP participants can only work a maximum of 5 years from the effective DROP date.
- DROP date must be the beginning of a pay period.
- Contact FPPA at 303.770.3772 to speak with a Retirement Coordinator regarding your retirement benefit.
- FPPA will send an approval letter along with the Retirement Option Selection form and a Separate Retirement Account (SRA) form.

**DENVER FIRE DEPARTMENT**

**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1083.00</b>
<b>Date:</b>	<b>08-23-2022</b>
<b>Approved:</b>	<b><i>KV</i></b>
<b>Review Date:</b>	<b>08-23-2025</b>
<b>Replaces:</b>	<b>Same, dated 01-05-18</b>

**Topic: Retirement Procedures – New Hire Pension Plan**

**E. MEMBERS SEPARATING AFTER ENTERING THE DROP PROGRAM**

Contact the Safety Benefits Team at 720.913.6741 to schedule an appointment up to 60 days prior to your retirement date.

**Questions may be directed to the Administration Division at 720.913.3413.**

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

**Topic:     Planned Department / Community  
              Events Coordination**

<b>Topic No:</b>	<b>1084.00</b>
<b>Date:</b>	<b>12-21-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>12-21-2023</b>
<b>Replaces:</b>	<b>Same, dated 07-10-18</b>

**PURPOSE:** To enhance our community involvement and outreach opportunities with the City and County of Denver and other communities that we serve.

**SCOPE:** Applies to all members of the Denver Fire Department with the expressed purpose of enhancing our community’s interactions with the Denver Fire Department and its personnel.

**DEFINITIONS:**

**Community Event** – A crew and apparatus visit is an event where the crew gives informal rig tours and has conversations with event attendees. The crew attends in or out of service dependent on the priority of event.

**Fire Station Tour** – A small group visits the crew in the station and the crew gives an informal educational presentation.

**Public Education Request** – A crew and apparatus visit to a community group, such as a school, and the crew gives an informal educational presentation.

**Recruiting Event** – A member from the DFD recruitment team staff a table at a job fair and/or gives a formal presentation about insight to firefighting careers.

**Time of Appearance** – This is when we have scheduled a rig to attend an event. The event might start earlier or end later than the time of appearance, but this is the time they expect to see a fire department resource at this event.

**Time of Event** – This is the total time that the event is scheduled for its purpose.

**CRITERIA THE DENVER FIRE DEPARTMENT USES TO EVALUATE REQUESTS**

1. Is the event or requesting group located in the City and County of Denver or the areas we serve: Glendale, Sheridan, Englewood, or Skyline Fire Protection District?
2. Is the event for a nonprofit group, a neighborhood association, or a school?
3. Is there an educational or recruiting purpose? Can we teach about fire safety and/or about DFD? Can we teach kids that firefighters are there to help?

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

**Topic:     Planned Department / Community  
              Events Coordination**

<b>Topic No:</b>	<b>1084.00</b>
<b>Date:</b>	<b>12-21-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>12-21-2023</b>
<b>Replaces:</b>	<b>Same, dated 07-10-18</b>

4. Is the event at least three weeks in the future? We aim to provide adequate notice to all crews regarding inspections, trainings, fitness, station maintenance, and other responsibilities.

**OTHER CONSIDERATIONS**

- We do NOT send crews to private birthday parties or host private birthday parties in a fire station.
- We do NOT participate in block parties except during Denver Days when the City waives permit fees and asks that City resources get out and engage with the community. This is usually in August every year.
- If Denver Water has implemented watering restrictions, we are unable to perform hose sprays. [www.DenverWater.org](http://www.DenverWater.org)
- Community Events/Firehouse Tours can be postponed at any time when dealing with a high number of illnesses in the community (Flu, COVID-19, etc.) When appropriate, this will be indicated on the Community Event website.
- On a case by case basis, with approval of the Chief of the Department or designee, the Department may provide silent auction items in which a nonprofit raises money by auctioning a lunch at a fire station or other DFD experience.

**STATUS/PRIORITY**

**Priority 1** = Out of Service, attend for entire scheduled time of appearance. The Rig attending must go out of service and is unavailable to respond to emergency incidents due to the nature of the event (i.e., parade where apparatus is driving in the parade).

**Priority 2** = In Service, attend for the entire scheduled time of appearance. The Rig attending is available for emergency incidents and must return to the event once complete with the emergency if the event is still going on. Rigs can choose to go “out of service” if needed for safety reasons or to provide a short, informal presentation if approved through their District Chief/Shift Commander and after notifying Dispatch. (Example of these events that depend on us, such as fire station tours, safety talks, and other high-priority events for partners such as other City agencies, the DFD Museum, Friends of the Denver Fire Department, or Carson J. Spencer Foundation)

**Priority 3** = In Service, attend at a time that is scheduled by the Company Officer. The Rig is available to respond to emergency incidents but does not need to return to the community event for the entire scheduled time of the event if called out on an emergency. A priority 3 event is initiated by the rig attending the event.



**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

**Topic:     Planned Department / Community  
              Events Coordination**

<b>Topic No:</b>	<b>1084.00</b>
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<b>Review Date:</b>	<b>12-21-2023</b>
<b>Replaces:</b>	<b>Same, dated 07-10-18</b>

**PLANNED DEPARTMENT/COMMUNITY EVENT GUIDELINES**

To help us meet the “working together to maintain the highest standards of mitigation, preparedness, prevention, and community engagement” piece of our mission, the Denver Fire Department participates in these types of apparatus requests: Formal and non-formal community events, fire station tours, public education events, etc. It is imperative that we track all requests to monitor, evaluate, and improve our program. If a citizen comes to a firehouse to schedule an event, we ask that either you enter the information on the “community request form” on the Denvergov.org website link or you direct them to the website to enter it themselves.

We track requests to monitor, evaluate, and improve our program. We collect data to:

- Provide firefighters giving the presentation with detailed information about the group making the request.
- Avoid double-booking a crew.
- Evenly distribute work among crews, when possible.
- Report on our activities and community impact to the City’s budget office, elected officials, and the public.
- Apply for grants and other funds to support our mission.

**PROCEDURE FOR SCHEDULING A COMMUNITY EVENT/OUTREACH OPPORTUNITY**

**All community events will be scheduled through [www.denvergov.org/DFDcommunity](http://www.denvergov.org/DFDcommunity).**

- Provide the crew or member with detailed information about the group making the request.
- Avoid double-booking a crew or member.
- Evenly distribute workload.
- Report on our activities and community impact to the Executive Director of Safety, Budget and Management Office, elected officials, and the public.

Any issues with entering Community Outreach events should be directed by email to [DFDOperations@denvergov.org](mailto:DFDOperations@denvergov.org). Please contact Operations at 720-913-3438 with any questions.

Denver Fire Department officers will document the event by obtaining an incident number and complete an incident report listing Community Engagement.

DENVER FIRE DEPARTMENT  
DEPARTMENT DIRECTIVE

<b>Topic No:</b>	<b>1085.00</b>
<b>Date:</b>	<b>12-21-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>12-21-2023</b>
<b>Replaces:</b>	<b>Same, dated 08-16-18</b>
<b>Reference:</b>	<b>Colorado Dept of Public Health- Code of Colorado Regulations (CCR) 6 CCR 1011-1 Chap. 7 10 CCR 2505-10-8.515 1085.00a Attachment</b>

**Topic:** Assisted Living Regulations

**PURPOSE:** To educate and define the new CDPHE assisted living regulations.

**SCOPE:** Applies to all DFD personnel

**DEFINITIONS:**

**CDPHE:** Colorado Department of Public Health and Environment

**Assisted Living Residence:** A residential facility that makes available to three or more adults not related to the owner of such facility, either directly or indirectly through a resident agreement with the resident, room and board and at least the following services: personal services; protective oversight; social care due to impaired capacity to live independently; and regular supervision that shall be available on a twenty-four-hour basis, but not to the extent that regular twenty-four hour medical or nursing care is required.

A Supportive Living Program residence that, in addition to the criteria specified above, is certified by the Colorado Department of Health Care Policy and Financing to also provide health maintenance activities, behavioral management and education, independent living skills training, and other related services as set forth in the supportive living program regulations at 10 CCR 2505-10, section 8.515.

Unless otherwise indicated, the term "assisted living residence" is synonymous with the terms "health care entity," "health facility," or "facility" as used elsewhere in 6 CCR 1011-1, Standards for Hospitals and Health Facilities.

On April 18, 2018, new standards for assisted living residences were adopted by the State. The new requirements are for lift assistance, first aid, CPR, and nightly resident check as listed below. When DFD members are in the facilities, please take an educational stance and help the facility understand the need for and benefits of the regulations. If DFD members observe assisted living staff failing to adhere to the new regulations, please make the report to the link below. DFD members are also asked to provide a copy of the new regulations as attached in this Directive to the facility. Attachment is Directive 1085.00a Code of Colorado Regulations.

<https://www.colorado.gov/pacific/cdphe/health-facilities-complaint-and-occurrence-contacts>

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1085.00</b>
<b>Date:</b>	<b>12-21-2021</b>
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<b>Replaces:</b>	<b>Same, dated 08-16-18</b>
<b>Reference:</b>	<b>Colorado Dept of Public Health- Code of Colorado Regulations (CCR) 6 CCR 1011-1 Chap. 7 10 CCR 2505-10-8.515 1085.00a Attachment</b>

**Topic: Assisted Living Regulations**

**When members make the report, please follow up with an email to the Operations Assistant Chief.**

- Staff must provide lift assistance when determined appropriate “instead of relying on emergency medical responders.”
- Staff are directed to assist residents who have fallen or need help getting up. Staff must be trained in this assessment.
- Staff training including fire response, basic first aid, fall prevention, signs of heightened resident fall potential, immediate retrieval of advanced directives, and how to safely provide lift assistance.
- A required safety check of residents every night between 10:00 PM and 6:00 AM.
- At least one staff member on site at all times that is certified in first aid.
- At least one staff member on site at all times that is certified in CPR.
- A list of all certified staff shall be placed in a visible location.
- CPR and first aid must be promptly provided. This means prior to the arrival of the fire department or EMS.
- All staff members must comply with the instructions of a dispatcher even if not certified in CPR or first aid.
- Policies and procedures must include Emergency Preparedness, Fall Management, Lift Assistance, First Aid, and CPR.
- The assisted living residence shall develop written procedures that ensure the continuation of necessary care to all residents for at least 72 hours immediately following any emergency.
- Ensure the availability of emergency power.
- The facility must have written relocation agreements with other health facilities in case evacuation is necessary.
- Move-in restrictions for people with restricted mobility based on a comprehensive resident assessment.
- The facility must have a Fall Management Plan including fall prevention training for staff, individualized care plans addressing resident fall risk.
- Staff lift assistance incidents must be documented and family practitioner notified and note actions taken to prevent reoccurrence.
- Resident engagement activities must include physical activities that promote fall prevention by increasing strength and coordination.

The building must be compliant with local fire and building codes as well as the State standards (NFPA)



Code of Colorado Regulations  
Secretary of State  
State of Colorado

**DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT**  
**Health Facilities and Emergency Medical Services Division**  
**STANDARDS FOR HOSPITALS AND HEALTH FACILITIES**  
**CHAPTER 7 - ASSISTED LIVING RESIDENCES**  
**6 CCR 1011-1 Chapter 07**

**RE: Section 9- Policies and Procedures**

**RE: Section 10- Emergency Preparedness**

- Staff training including fire response, basic first aid, fall prevention, signs of heightened resident fall potential, immediate retrieval of advanced directives, and how to safely provide lift assistance.
- A required safety check of residents every night between 10PM and 6AM
- At least one staff member on site at all times that is certified in first aid
- At least one staff member on site at all times that is certified in CPR
- A list of all certified staff shall be placed in a visible location
- CPR and first aid must be promptly provided – This means prior to the arrival of the fire department or EMS
- All staff members must comply with the instructions of a dispatcher even if not certified in CPR or first aid
- Policies and procedures must include Emergency Preparedness, Fall Management, Lift Assistance, First Aid, and CPR
- The assisted living residence shall develop written procedures that ensure the continuation of necessary care to all residents for at least 72 hours immediately following any emergency
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- The facility must have written relocation agreements with other health facilities in case evacuation is necessary



Code of Colorado Regulations  
Secretary of State  
State of Colorado

- Move-in restrictions for people with restricted mobility based on a comprehensive resident assessment
- The facility must have a Fall Management Plan including fall prevention training for staff, individualized care plans addressing resident fall risk
- Staff are directed to assist residents who have fallen or need help getting up. Staff must be trained in this assessment
- Staff must provide lift assistance when determined appropriate “instead of relying on emergency medical responders”
- Staff lift assistance incidents must be documented and family practitioner notified and note actions taken to prevent reoccurrence
- Resident engagement activities must include physical activities that promote fall prevention by increasing strength and coordination
- The building must be compliant with local fire and building codes as well as the State standards (NFPA)

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

**Topic: Mental Health Center of Denver  
(MHCD) Co-Responder**

<b>Topic No:</b>	<b>1085.01</b>
<b>Date:</b>	<b>12-21-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>12-21-2024</b>
<b>Replaces:</b>	<b>New</b>
<b>Reference:</b>	<b>1031.00 Mandatory Reporting</b>

**PURPOSE:** To define the Denver Fire Department’s MHCD Co-Responder Program

**SCOPE:** Applies to all members

**I. CRISIS INTERVENTION RESPONSE UNIT (C.I.R.U.)**

- A. The Crisis Intervention Response Unit (C.I.R.U.) began as a pilot partnership between the Denver Police Department and the Mental Health Center of Denver in April of 2016. With the program’s success, DFD obtained a clinician in 2020.
- B. Along with Denver Fire Department, there are currently Co-Responders assigned to the Denver Police Department, Denver Sheriff’s Department, RTD, and STAR Program (Denver Health Paramedic and Clinician).

**II. DFD’S C.I.R.U. PROGRAM DESIGN**

- A. Reinforce, foster, and create collaborative partnerships between Denver Fire Department members and Co-Responders to help direct clients to appropriate and effective resources.
- B. Connect high utilizing clients with appropriate resources and supports to reduce contact with DFD for non-emergencies.
- C. Provide short term case-management and pro-active follow-up care to reinforce appropriate interventions and to ensure engagement with resources.
- D. Improve information sharing as appropriate across systems and service providers through formalized communications and processes.

**III. CO-RESPONDER DUTIES**

- A. The Co-Responders (more commonly referred to as “clinicians”) are Licensed Clinical Social Workers (LCSW) who work in close partnership with first responders on calls for service involving people who present with acute or chronic symptoms of mental illness and/or co-occurring substance use issues. The clinicians are trained to assist people in crisis and provide the most effective services for resolution.
- B. Clinicians will attempt to provide treatment in a format that best decreases the client(s)’ current stressors and replaces them with long-term community-based supports. Sometimes, meeting an individual or family’s needs related to behavioral health concerns doesn’t require a formal treatment referral - Co-Responders can also help identify community resources, alternative treatment options, and long-term community supports in any area identified by the individual.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1085.01</b>
<b>Date:</b>	<b>12-21-2021</b>
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<b>Review Date:</b>	<b>12-21-2024</b>
<b>Replaces:</b>	<b>New</b>
<b>Reference:</b>	<b>1031.00 Mandatory Reporting</b>

**Topic: Mental Health Center of Denver (MHCD) Co-Responder**

**IV. PATIENTS THAT SHOULD BE REFERRED:**

All members are encouraged to notify a co-responder to proactively reach out to people experiencing a behavioral health crisis who are frequently involved in calls for service or who would obviously benefit from assistance. The Co-Responder can increase their stability in the community and connect to relevant services. Below are common reasons for referral.

1. Failure to thrive
2. Poor/unsanitary living conditions
3. Mental Health/behavioral issues
4. Chronic drug or alcohol abuse
5. Abuse (*see Department Directive 1031.00, Mandatory Reporting*)
6. Neglect
7. Persons experiencing homelessness that express they want resources

**V. HOW TO REFER A PATIENT**

- A. Send an e-mail or phone call directly to Kate Pierce at [kate.pierce@mhcd.org](mailto:kate.pierce@mhcd.org) or 720-653-8085
- B. The following information will be needed to open a case:
  - Name
  - DOB
  - Phone Number if available
  - Address
  - Reason for referral
  - Communication (if it is safe for the clinician to make contact alone without PD)
- C. Once a referral is made, the clinician will confirm the referral and keep all involved in continuous updates and care plans.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1086.00</b>
<b>Date:</b>	<b>02-03-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>02-03-2023</b>
<b>Replaces:</b>	<b>Same, dated 12-11-18 and 1086.00a (Formal Award Submittal Form)</b>

**Topic: Awards and Decorations**

**PURPOSE:** To recognize the exemplary actions of individuals and companies that support the DFD mission of “desire to serve, courage to act, and ability to perform.” The awards serve as a conduit to the community we serve which requires reporting as soon after the incident occurs as possible.

**SCOPE:** Applies to all Denver Fire Department Personnel

**I. AWARDS COMMITTEE**

The Awards Committee consists of sworn members. To be considered for placement on the Awards Committee send a resume and letter of intent to the Awards Committee via email at [dfdawardsubmittals@denvergov.org](mailto:dfdawardsubmittals@denvergov.org).

**II. AWARD SUBMITTAL PROCESS**

A Fire Department Formal Award Submittal Form (provided at end of directive) shall be sent to the Awards Committee via email at [dfdawardsubmittals@denvergov.org](mailto:dfdawardsubmittals@denvergov.org). Please note: if the member submitting the award was not the IC for the incident the award is referencing, that IC must be carbon copied on the awards submittal email. Multiple awards may be submitted and granted for a single act (i.e. while performing a RIT activation for which the awarded member was seriously injured, the member may be eligible to receive a Medal of Valor and the Purple Heart for individual acts and a Unit Citation for teamwork at a significant incident). All award submittals are accepted at any time throughout the calendar year and will be investigated by a member of the Awards Committee. Investigations are aided by prompt reporting. The cutoff date for awards submittals for an incident that occurred in a calendar year will be January 1<sup>st</sup> of the following year (i.e. award submittals for any incident that happened in 2018 need be submitted by January 1<sup>st</sup> of 2019).

**III. WHO MAY RECOMMEND**

It is the responsibility of any individual having personal knowledge of an act, achievement, or service believed to warrant the award of a decoration to submit a formal recommendation to the Awards Committee and the incident’s commander for consideration. It is incumbent upon all incident commanders to investigate the facts of the case and to forward any conflicting findings to the Awards Committee as soon as possible.



DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1086.00</b>
<b>Date:</b>	<b>02-03-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>02-03-2023</b>
<b>Replaces:</b>	<b>Same, dated 12-11-18 and 1086.00a (Formal Award Submittal Form)</b>

**Topic: Awards and Decorations**

The DFD does not condone self-recognition but encourages teamwork; therefore, a member may not recommend himself/herself for an individual award but is encouraged to recommend their team for a Unit Citation or EMS Excellence award.

**IV. AWARDS/DECORATIONS DISPLAY AND ORDER OF PRECEDENCE**

As a reminder that departmental awards supersede the individual but are subordinate to our mission, the awards listed in Section V of this document are to be displayed only on the Class A uniform shirt above the member's name plate and below the American flag in rows of three across. The order of precedence is to be followed in the order they appear in Section V of this directive with the highest-level award centered top and then closest to the heart (e.g. if a member had been granted an Award of Merit, a Purple Heart, a Truck Company Unit Citation, and an Engine company unit citation, The Award of Merit would be stand alone in the middle of the top row, the Purple heart would be on the bottom row nearest the heart, followed by the Truck Company Unit Citation in the middle, and then the Engine Company Unit Citation on the end farthest away from the heart).

**V. AWARDS/DECORATIONS DESCRIPTIONS**

**John Francis Healy Medal of Honor (red/white/blue ribbon, hanging medal, and certificate):**

The Medal of Honor is awarded to an individual for an act of exceptional courage, extraordinary decisiveness, and presence of mind by which the individual has demonstrated in great degree the characteristics of bravery and heroism above and beyond the call of duty and must have involved the extreme risk of his/her own life. The individual's actions must have directly and substantially contributed to the saving of or attempted saving of a human life.

This is the highest and most prestigious department award and there must be no margin of doubt or possibility of error in awarding this honor. To justify the decoration, the actions must clearly render the individual conspicuous by an act so outstanding that it clearly distinguishes heroism from lesser forms of bravery and valor. It must be the type of deed that, if not done, would not subject the individual to any justified criticism. Traumatic line of duty deaths are automatically submitted for this decoration.

**Medal of Valor (solid red ribbon, hanging medal, and certificate):**

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1086.00</b>
<b>Date:</b>	<b>02-03-2021</b>
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**Topic: Awards and Decorations**

The Medal of Valor is awarded to an individual for an act in which valor and bravery are demonstrated over and above that normally demanded and expected of their position and must have involved great personal risk. The individual's actions must have directly and substantially contributed to the saving of or attempted saving of a human life.

This is the second highest department award and to warrant this distinctive decoration the action must be performed with marked distinction in such a manner as to render the individual highly conspicuous.

**Award of Merit (white ribbon with three small vertical dark purple stripes and certificate):**

The Award of Merit is granted to an individual or unit who by exemplary conduct performs at a superior level of duty which involved significant personal risk.

Performance of duties normal to the grade, assignment, or experience of an individual is not an adequate basis for this award.

**Purple Heart (white/wide purple/white ribbon and certificate):**

The Purple Heart is granted an individual who sustained a traumatic injury in the line of duty that required transport to and treatment at a medical facility.

**Life Saving Award (solid white ribbon and certificate):**

The Life Saving Award is granted to an individual or unit whose actions directly involved the saving of a human life by removing that person from harm. This award is for the performance of duties expected of the grade, assignment, and experience of the individual or unit.

The saving of a life through the application of EMS skills is not an adequate basis for this award.

**Unit Citation (ribbons described below, plaque, and certificate):**

The Unit Citation is awarded to a unit that has distinguished themselves at an emergency incident by displaying an exemplary level of teamwork and whose direct actions contributed to the mitigation of a threat posed beyond that of a normal incident. The unit citation colors and order of precedence are as follows:

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1086.00</b>
<b>Date:</b>	<b>02-03-2021</b>
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**Topic: Awards and Decorations**

**Chief (all ranks)** – gold/white/old  
**Rescue Company** – blue/white/blue  
**Hazards Materials Company** – orange/white/orange  
**Truck Company** – red/white/red  
**Engine Company** – purple/white/purple  
**Support Division** – green/white/green

**EMS Excellence (white ribbon with four vertical blue stripes and certificate):**

The EMS Excellence Award is granted to an individual or unit that provided EMS care during extreme and adverse conditions well beyond that of a normal incident.

**Jim Lacefield Humanitarian Award (solid green ribbon and certificate):**

The Jim Lacefield Humanitarian Award is granted to an individual or team that have demonstrated an ongoing commitment towards improving the Denver Fire Department and the community through volunteering.

**Chief's Award (solid gold ribbon and certificate):**

The Chief's Award is granted to an individual or team that have implemented and/or advanced a program or product that demonstrates an ongoing commitment to the betterment of the Denver Fire Department with marked distinction above and beyond the grade, assignment, and experience of the individual or unit.

The initiative and performance displayed by this unit or individual must have occurred with marked distinction in such a manner as to render them highly conspicuous.

**DFD Award for Excellence (green ribbon with gold/black/gold and certificate):**

The DFD Award for Excellence is granted to an individual or unit who by exemplary conduct performs at a superior level of duty which involved significant personal effort and dedication.

Performance of duties normal to the grade, assignment, or experience of an individual or unit is not an adequate basis for this award.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1086.00</b>
<b>Date:</b>	<b>02-03-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>02-03-2023</b>
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**Topic: Awards and Decorations**

**Certificate of Appreciation (certificate):**

A letter that has been presented to the DFD that recognizes the meritorious service of an individual or unit that has already been presented an award for the mentioned action or the action does not meet the criteria of a formal DFD award will be placed into the member's file by the Administration Division.

**REFERENCES:**

U.S. Army Regulation 600-8-22 ([http://www.apd.army.mil/pdffiles/r600\\_8\\_22.pdf](http://www.apd.army.mil/pdffiles/r600_8_22.pdf))

Denver Police Department Awards

(<https://www.denvergov.org/content/denvergov/en/police-department/programs-services/police-awards-memorials.html>)

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1086.00</b>
<b>Date:</b>	<b>02-03-2021</b>
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**Topic: Awards and Decorations**

DENVER FIRE DEPARTMENT FORMAL AWARD SUBMITTAL FORM

DATE: Date of Award Submittal

TO: DFD Awards Committee

THROUGH: Name/Rank/Assignment (include the chain of command up to and including the IC for the incident)

FROM: Name/Rank/Assignment

SUBJECT: **NAME OF AWARD BEING SUBMITTED AND INCIDENT NUMBER**

- I. Name(s) of member(s) to be considered for recognition:
- II. Incident number and description:
- III. Was a life saved or was there an attempt made to save a life (if so, please describe the act)?
- IV. Were the actions above and beyond the grade, assignment, and experience level of the individual or unit (if so, please describe why)?
- V. Was there any personal risk involved by the members (if so, please describe the risk)?
- VI. Were there any injuries to the members (if so, please describe the injuries)?
- VII. What award is being recommended?
- VIII. Please describe your role in the incident:
- IX. Please describe the specific actions of the member(s)/unit(s) being submitted for recognition (for unit citations, please list all companies being submitted and a description of their actions):



**DENVER FIRE DEPARTMENT FORMAL AWARD SUBMITTAL FORM**

**DATE:** Date of award submittal

**TO:** DFD Awards Committee

**THROUGH:** name/rank/assignment (through the chain of command)

**FROM:** name/rank/assignment

**SUBJECT: NAME OF AWARD BEING SUBMITTED AND INCIDENT NUMBER**

- I. Name(s) of member(s) to be considered for recognition:
- II. Incident number and description:
- III. Was a life saved or was there an attempt made to save a life (if so, please describe the act)?
- IV. Were the actions above and beyond the grade, assignment, and experience level of the individual or unit (if so, please describe why)?
- V. Was there any personal risk involved by the members (if so, please describe the risk)?
- VI. Were there any injuries to the members (if so, please describe the injuries)?
- VII. What award is being recommended?
- VIII. Please describe your role in the incident:
- IX. Please describe the specific actions of the member(s)/unit(s) being submitted for recognition (for unit citations, please list all companies being submitted and a description of each company's actions):

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1087.00</b>
<b>Date:</b>	<b>04-06-2022</b>
<b>Approved:</b>	<b>KV</b>
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<b>Replaces:</b>	<b>Same, dated 04-14-2021</b>

**Topic: Wildland Operating Procedures**

**PURPOSE:** To provide the procedural overview of the Denver Fire Department Wildland Team policies and participation procedures.

**SCOPE:** Applies to all Denver Fire Department Personnel

**I. OVERVIEW**

The Denver Fire Department (DFD) Wildland Team is composed of Denver Firefighters committed to serving in national, regional, and local wildland fire response and support roles. Members must fulfill the Team’s training and participation requirements, agree to follow Department Directives and those contained within national interagency guidance in terms of conduct, PPE/equipment, deployment, finances, and documentation. Wildland Team members will be able to deploy year-round, though most wildland deployment opportunities typically occur between June and October. The total number of deployed personnel and equipment at any one time will be at the discretion of the Fire Chief or their designee. If for any reason the staffing needs of the Department are not being met, deployments across all divisions can and will be temporally halted until further notice.

**II. MEMBERSHIP REQUIREMENTS**

Membership on the Denver Fire Department Wildland Team is open to all uniformed members of the Department, except for probationary Firefighters and Medical Unit EMTs. The number of open positions on the Team will be determined by the Division Chiefs and as approved by the Chief of the Department.

**A. RETURNING TEAM MEMBERS, INCLUDING TRAINEES:**

Annually, each returning member must renew and maintain active status with the Wildland Team by meeting the following minimum requirements:

1. Annually respond to the department-wide participation request
2. Attending a RT-130, Annual Fireline Safety Refresher
3. Attending the Department’s Administrative Refresher Session
4. Completing a Work Capacity Test (Pack Test) at the Arduous Level
5. Have a current EMT Basic certification
6. Demonstrate Defensive Driving competency (City online training)
7. Be issued a signed Incident Qualifications System (IQS) card for the current year

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1087.00</b>
<b>Date:</b>	<b>04-06-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>04-06-2023</b>
<b>Replaces:</b>	<b>Same, dated 04-14-2021</b>

Topic: Wildland Operating Procedures

**B. COVID VACCINATION**

**Vaccination Exemption:** To be eligible to participate and deploy in any capacity, all Wildland Team members with an approved vaccination exemption granted by the City Attorney’s Office of the City and County of Denver, will be required to abide by all the requirements set forth in said exemption.

**C. FIRST TIME TEAM MEMBERS**

Department personnel wanting to become a member of the Wildland Team and be eligible for participation must meet the following eligibility requirements:

**Required Training:** The training requirements for eligibility will vary by type of position and are defined in the most current version of the National Wildfire Coordinating Group (NWCG) *PMS 310-1 National Incident Management System (NIMS): Wildland Fire Qualification System Guide* and the *Federal Wildland Qualifications Supplement*.

**1. MINIMUM PREREQUISITES (All Positions):**

- a. FEMA IS-700.b and IS-800.d (online)
- b. IS/ICS-100.c and IS/ICS-200.c (FEMA online or classroom)
- c. City & County of Denver Defensive Driving Course (online and required once every 3 years)
- d. Current EMT-Basic Certification

**2. MINIMUM WILDLAND OPERATIONS TRAINING (All Positions):**

Successful completion of:

- a. S-110, Basic Wildland Fire Orientation (NWCG online)
- b. S-130 Firefighting Training (NWCG Blended online or classroom)\*  
*\*An S-130/190 practical field day is required for those completing the online course delivery*
- c. S-190 Introduction to Wildland Fire Behavior (NWCG online classroom)
- d. L-180 Human Factors in the Wildland Fire Service (NWCG online)
- e. RT-130 Annual Fireline Safety Refresher concurrent with the Wildland Administration Refresher



DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Wildland Operating Procedures

Topic No:	1087.00
Date:	04-06-2022
Approved:	KV
Review Date:	04-06-2023
Replaces:	Same, dated 04-14-2021

f. Work Capacity Test (Pack Test-Arduous)

g. Completion of City Defensive Driving Course (online)

If new members have completed the above training prior to joining the DFD, copies of all certificates need to be provided to the Wildland Coordinator or courses must be retaken.

**3. WILDFIRE POSITIONS – OTHER**

Depending on personal interest and other skills, training and deployment opportunities are generally available for most all wildland functional areas. Contact the Wildland Coordinator for specific information and requirements.

**4. DISCONTINUED WILDLAND TEAM PARTICIPATION**

A member can request at any time to be removed from the Wildland Team. Removal requests can be submitted through email to the Wildland Coordinator. After two successive years of non-participation, the member’s IQS profile will be removed from the Department’s IQS Data Base and archived, and their name removed from all Wildland Team related contact lists.

**III. STANDARDS FOR DEPLOYMENT**

All Vector Solutions and other mandated policy requirements, including ESO/EHR reports completed and EMS certifications, and required courses must be current.

Members having discipline equal to or greater than a verbal reprimand in the last 12 months will be ineligible to deploy on wildland. The date in which a member is served their discipline by the Administration Division shall serve as the effective date in which the member is ineligible to deploy on any wildland assignment for 12 months.

**A. MEMBERS ASSIGNED TO DEN**

Mandatory trainings and required assignments are platforms of the Department, Division, Airport, and external agencies including the Federal Aviation Administration (FAA).

- Members who have stasured as “available” in IROC for deployment must ensure there are no upcoming mandatory items of the Department, Division, or Airport. This includes the assurance that no items are on the calendar for the entire deployment period, including travel dates and potential extension periods.
- If a member has committed to a pre-existing training (such as required burns) or mandatory items (such as badging or completion of movement certifications), the member’s first obligations are the requirements of the Department, Division,

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1087.00
Date:	04-06-2022
Approved:	KV
Review Date:	04-06-2023
Replaces:	Same, dated 04-14-2021

Topic: Wildland Operating Procedures

and Airport. Members who opt to deploy instead of fulfilling their mandatory obligations may be subject to disciplinary action, including removal from the Airport Division.

**B. ANNUAL DEPLOYMENT LIMITATIONS**

To ensure that Department leadership needs are met, the following deployment schedules will apply to all Officers.

- Chief Officers and Captains will be limited to deploy for a total of 10 duty days, including extensions.
- Lieutenants will be limited to deploy for a total of 15 duty days, including extensions.

*Note: A duty day counts as “any amount of time that a fire incident is paying backfill for their deployment.” No Chief Officer, Captain, or Lieutenant can exceed the above listed minimums without permission from their respective Division Chief, vetted through the Wildland Coordinator.*

- Back-to-back deployments will not be allowed for Captains or Lieutenants. Captains and Lieutenants must return to their DFD assignment for a minimum of two (2) Straight Pay (SP) duty days before any redeployment.
- Any member holding the rank of Firefighter II or III will be limited to deploy for a total of 10 duty days, including extensions.

**C. IROC AND STATUS REQUIREMENTS**

It is the personal responsibility of each Team member to:

- Be aware of their current Interagency Resource Ordering Capability (IROC) status at all times; and,
- To request it be changed if personal availability circumstances change.

Each member can only make themselves “available” or “unavailable” for deployment by following the steps below. All requests must be made using a city email account.

- For tracking purposes, all IROC status requests will only be made by sending an email to [WildlandDFD@denvergov.org](mailto:WildlandDFD@denvergov.org).
- **No status changes will be made if requests are sent by text or phone, including phone messages.**

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1087.00</b>
<b>Date:</b>	<b>04-06-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>04-06-2023</b>
<b>Replaces:</b>	<b>Same, dated 04-14-2021</b>

**Topic: Wildland Operating Procedures**

- All emails to the wildland inbox or to the Wildland Coordinator requesting to be statused available (or unavailable) for deployment in IROC must include a “cc” to the member’s immediate supervisor for the status to be changed and specify the type of availability per the following IROC Status Definitions.

*Note:* If a member’s immediate supervisor is on leave or also deployed, the availability email should be sent to the designated Acting or next individual in the chain-of-command.

**IROC Status Definitions:**

**LOCAL** - Subordinate order on a crew, IMT, engine, or name request  
**STATE** - Available only in the State of Colorado or within Pueblo Zone  
**GACC** - Available in the GACC (CO, WY, KS, SD, ND), Available as a Regional Priority Trainee  
**NATIONAL** - Available throughout the USA, GACC, and Pueblo Zone

- Members may only request to be statused in IROC or change their status weekly from Monday through Thursday.
- Requests for weekend IROC status changes must be received no later than 1700 on each Thursday. An exception to this would be an outbreak of fire locally or regionally. In this case, the Wildland Coordinator will collaborate with the on-duty Shift Commander to determine the needs of the incident and what or who DFD can send.
- Requests to “*inactivate/hide*” or to “*activate*” qualifications in IROC must be received by no later than 1700 on each Thursday and will remain in place until the following Monday.
- Any availability change requests received after 1700 each Thursday will not be entered in IROC until after 0700 the following Monday.
- If a member is notified of a pending resource order (name request) arriving for Friday, Saturday, or Sunday and they are not statused as available by Thursday at 1700, the member will notify Pueblo Dispatch that they cannot travel until the following Monday, or decline the order.
- To assure staffing levels are met prior to and throughout holiday weekends, no statusing as “available” in IROC will be permitted after 1700 on the **Monday** prior to the holiday and through the end of the holiday. Availability requests in IROC will resume beginning on the first workday following the holiday.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Wildland Operating Procedures

Topic No:	1087.00
Date:	04-06-2022
Approved:	KV
Review Date:	04-06-2023
Replaces:	Same, dated 04-14-2021

**D. LENGTH OF DEPLOYMENTS AND EXTENSIONS**

1. No initial deployment requests exceeding 14-days, plus travel, will be approved. Members anticipating receiving a “name request” of an extended assignment (i.e., 21 or 30 days) will notify the requesting unit of the Department’s 14-day initial deployment limitation.
2. All requests for any extensions while on assignment will be approved on an individual case-by-case basis. Members anticipating or requested to extend by the incident, will fully complete and have the incident sign an official Extension Request Form. The signed form should be sent as an email attachment to the Wildland Coordinator at least two (2) days prior to the beginning of the extension period. The Wildland Coordinator will forward the request to the Shift Commander, DEN Red Chief, or the respective Division Chief for approval/non-approval. If approved, a copy of the signed Extension Form will be emailed to the member. The member will also be notified if the extension is not approved.
3. This extension policy is also applicable to any position or incident re-assignments the member chooses to accept.
4. The maximum approved extension will not exceed 14-days and days extended will count toward the member’s pre-determined duty day limit.
5. If a 14-day extension is approved, it is the member’s responsibility to coordinate the mandatory 2 days off prior to beginning the 2<sup>nd</sup> 14 days with the incident. It is essential that these 2 days be reflected as days off when time is submitted upon return.

**E. INCIDENT REASSIGNMENTS**

1. Members receiving notification they are being reassigned to a different incident from the one they initially deployed to will immediately notify the Wildland Coordinator of the request by email.
2. The member will not initiate travel to the new assignment until they have received a complete official resource order and it has been forwarded to the Wildland Coordinator.
3. A reassignment is a continuation of the member’s original deployment and not the beginning of a new 14-day deployment. Any request to extend on the new assignment will follow the guidelines in Section D above.

## DIRECTIVE

Topic: Wildland Operating Procedures

Topic No:	1087.00
Date:	04-06-2022
Approved:	KV
Review Date:	04-06-2023
Replaces:	Same, dated 04-14-2021

## F. CITY OVERTIME OBLIGATION

Members who are stasured “Available” in IROC for wildland deployment are considered available for overtime (OT) in the City. This is referenced in part within *DFD Department Directive 1003.00 Overtime Procedures, Additional Considerations*:

*“Prior to requiring mandatory recall, Shift Commanders will identify if any Wildland Team member is signed up and/or available to deploy. If available, those members will be offered the opportunity and if none accept, the member with the least seniority of the affected rank shall be required to report to duty.”*

In the case of a refusal, inability to work, or a no-contact, the applicable hours will be logged into the member’s overtime bucket. If the above happens for the second time in the same calendar year, the member will be removed from the wildland team for the remainder of the year.

A member’s IROC availability status list is provided to the Shift Commanders and DEN Red Chiefs by the Wildland Coordinator.

## G. DEPLOYMENT

Members are only available for and allowed to deploy for those positions currently identified in the IQS and on their Red Card, including those shown as “Trainee.” If an order is received for a position the member is not currently qualified for in IQS, the order will be declined. The steps for deployment are:

1. An IROC Resource Order (RO) for an assignment will be sent from the Pueblo Dispatch Center directly to the member. Prior to notifying the Wildland Coordinator, the member will first confirm that all information in Block 12 is complete, including the departure date and time. If the RO notates that backfill is NOT approved, the assignment must be declined. If any information is missing, the member will contact Pueblo Dispatch and request a fully completed copy of the RO before sending an electronic copy to the Wildland Coordinator.
2. Personal notification of the assignment must then be conveyed to the Wildland Coordinator by phone and the member must then forward the Wildland Coordinator an electronic copy of the Resource Order to [WildlandDFD@denvergov.org](mailto:WildlandDFD@denvergov.org). **Phone pictures or a scan of ROs will not be accepted.**
3. When stasured available, members should be prepared daily with their equipment and kits to deploy **within two (2) hours** of accepting an assignment, even when on-duty. Time to travel to a residence to pick up equipment is not approved or compensated. If the member that accepts an assignment is “*on-duty*,” that member must wait until they are relieved, prior to deploying or

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1087.00</b>
<b>Date:</b>	<b>04-06-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>04-06-2023</b>
<b>Replaces:</b>	<b>Same, dated 04-14-2021</b>

**Topic: Wildland Operating Procedures**

coordinate an early departure with their Company Officer, with the approval of their respective District Chief.

4. A member **will not begin travel** until they have received a fully completed copy of their RO (name, departure date/time, any special needs requirements); and a copy has been forwarded and received by the Wildland Coordinator or Designee. Those deployed to the JEFFCO Tanker Base are exempt from this requirement and will forward the Resource Order to the Wildland Coordinator as soon as possible.
5. Members are expected to travel and report to the accepted assignment destination while adhering to the established national standard below:
  - a. Air travel will be required if the projected travel by vehicle is expected to exceed 1½ days.
  - b. No member will drive more than 10 hours (behind the wheel) within any given travel day (PMS-902). Timesheets that reflect more than 10 hours (+/- 30 min) on any travel day will be referred to the respective Division Chief for review and potential action.
  - c. Multiple drivers in a single vehicle may drive up to the duty day limitation provided no driver exceeds the individual driving (behind the wheel) time limitation of 10 hours.
  - d. It is the responsibility of each member to gauge their travel time and closest destination to avoid exceeding the 10-hour rule when driving.
6. At the time of deployment, each member is personally responsible to have a copy of their Resource Order, their current IQS card, and if a Trainee, their original Position Task Book(s) with them **before** departure. The Department can offer no assurances that duplicate copies can or will be provided electronically once a member is in travel status or reports to their assigned incident.
7. In addition to those items in number 6 above, each member will have with them the following upon deployment:
  - a. Driver's license and proof of insurance
  - b. Copy of current CRRF agreement for Department vehicles and BLS kits
  - c. Copy of EMT certification
  - d. Appropriate PPE, equipment, and kits
  - e. Cash or Credit card(s) for deployment costs
  - f. A copy of current vaccination card (includes photo or on phone/device)

DIRECTIVE

Topic No:	1087.00
Date:	04-06-2022
Approved:	KV
Review Date:	04-06-2023
Replaces:	Same, dated 04-14-2021

Topic: Wildland Operating Procedures

8. Certain situations may result in the Pueblo Dispatch Center contacting the Wildland Coordinator directly regarding the availability of critical need resources, including crews. The Wildland Coordinator will facilitate a general interest outreach to the membership to determine interest and availability and coordinate with the Shift Commanders and Red Chiefs.

**H. DEMOBILIZATION FROM THE INCIDENT**

When a member receives notification at the incident or assignment location that they are to be demobilized, they will immediately notify the Wildland Coordinator by email of the demobilization date, time, method of travel, and estimated arrival back to their home unit. Typically, initial notification is 24-hours in advance of travel.

Upon return, members will notify the Wildland Coordinator of their arrival time who will then notify the Shift Commander.

Members will then notify Pueblo Dispatch that they have returned to their home unit and notify the Wildland Coordinator of their current availability status. Pueblo Dispatch does not status members after return.

**If a member is demobilized, returns on a Duty Day and has not completed a full assignment (14-days, not including travel), the member will report to their respective Station to complete their shift. The Wildland Coordinator will determine if a member is eligible for a designated work-rest day, notify the member, and will update this in TeleStaff.**

**I. WORK-REST DAYS**

When members contact the Wildland Coordinator of their demobilization, it is their responsibility to also inform the Wildland Coordinator of the number of travel days and/or any work-rest days given to the member during an assignment. Failure to do so can result in suspension from the program.

All travel days, including partial days, must be deducted from the total deployment days to meet the 14 consecutive working days to receive work-rest upon their return. Therefore, all travel days at the beginning or end of a deployment period must be deducted.

Any work-rest days given during a deployment resets the calendar. If a member is given a day off, the calendar resets to zero. This includes split days off.

Examples:

1. A member works 5 days, and the incident gives them day 6 off, day 7 is now considered day 1 of the deployment. The member must now work 14 consecutive days, less travel, to be eligible for a work-rest day upon their return.



DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1087.00</b>
<b>Date:</b>	<b>04-06-2022</b>
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<b>Review Date:</b>	<b>04-06-2023</b>
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**Topic: Wildland Operating Procedures**

2. A member works 10 days and is given day 11 and day 13 as work rest, day 14 is now considered day 1 of the deployment. The member must now work 14 consecutive days, less travel, to be eligible for a work rest day upon their return.
3. A member is released from the incident on Friday, but their flight is scheduled for Sunday, Saturday is considered a work- rest day and resets the calendar. The member is NOT eligible for work-rest day upon their return.

*If a member is in question of their time, they should contact the Wildland Accountant or Wildland Coordinator to determine work-rest eligibility.*

**J. WILDLAND TEAM CLOTHING AND PPE REQUIREMENTS**

1. Members of Department participating in the wildland program are expected to always present a professional appearance when traveling or while deployed. To move toward a uniform and consistent team appearance, the Department encourages all current and new team members to begin transitioning to the approved non-fireline clothing. Contact the Wildland Coordinator for further information.
2. As an assignment may change during a deployment, each member should travel with the following:
  - Boots meeting approved standards (8" leather, lace, lug-sole)
  - Fire Shelter (M-2002 or newer)
  - Helmets (hardhats) will be black
  - Yellow Nomex fire resistant brush shirts (6 oz. Nomex) are required for all fireline assignments
  - Wildland Nomex fabric brush pants, NFPA 1977 compliant (6 oz. Nomex minimum) are required. Any commercially available colors are approved.
  - Line Pack
  - Leather gloves
  - Headlamp
  - A list of additional recommended wildland pack equipment is available from the Wildland Coordinator

**IV. DOCUMENTATION PROCEDURES**

- A. Documentation of the Resource Order, hours worked, equipment used, equipment lost/damaged, per diem costs, travel expenses, etc., is the personal responsibility of the deployed member.
  1. Lack of proper documentation will prevent the City and the Department from receiving reimbursement for costs incurred by the member's deployment.



DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1087.00
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Topic: Wildland Operating Procedures

2. The individual member will not receive overtime pay or per diem reimbursement until proper documentation has been signed and properly submitted.
  3. **It is required that all paperwork be submitted in-person to the Wildland Processing Accountant within 72 hours of return from deployment as all paperwork must be finalized and submitted to Finance within 15 days of return from the deployment.**
- B. Members deployed on Wildland Team assignments will be compensated at overtime rates for actual hours worked beyond their normal work schedule as outlined in the Collective Bargaining Agreement.
- C. Deployment time must be documented on the Emergency Firefighter Time Report (OF288) and return travel time will be documented on the Crew Time Report (SF261). This information will then be entered in TeleStaff by the Wildland Coordinator. Time to be entered in TeleStaff should be clearly coded, described, and documented under “Notes” (i.e., wildland fire, incident name, and incident number).
- D. Due to the *2016-2017 Colorado Cooperator Incident Reimbursement Guidelines*, when a member travels home from an assignment that lasts less than 14-days on their normally assigned duty shift, they shall return to duty to complete their normal assigned shift, regardless of the time of day.
- E. Deployed team members who work on a Department recognized holiday will receive holiday pay for the actual hours they worked.
- F. ***Meals not provided at the incident:*** To simplify the reimbursement process, per diem expenses for any deployment location will be calculated using the “standard” CONUS (U.S. General Services Administration for the Continental United States) destination rate for meals for the State of Colorado. However, for extenuating circumstances whereby the member paid a significant amount for meals and incidental expenses above the standard rates (as determined by the Operations Division Chief or designee), such expenditures shall be justified with supporting original receipts.
- G. ***Meals provided at incident:*** There are no reimbursements when meals are provided at an incident. However, when meals were provided at the incident and it was impossible to receive meals provided, the member may be reimbursed with a signed general message from the incident and original receipts.
- H. Meals on travel days will be paid at 75% per diem rate for the first and last days of travel utilizing the following times:

Breakfast: 0630 – 0900  
Lunch: 1100 – 1400  
Dinner: 1600 – 1900

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1087.00
Date:	04-06-2022
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Topic: Wildland Operating Procedures

- I. All reconciliation/checklists, travel, and other required forms and receipts must be submitted through the Wildland Processing Accountant prior to processing of reimbursement paperwork by the Fire Department Finance team.
- J. Personal damage/loss claims must be submitted to the Incident Finance Section **while still deployed at the incident** to receive reimbursement. A copy of a paid invoice for replacement or repair must be submitted with reimbursement documentation.
- K. Copies of supply orders for resupply or replacement of consumables, lost, or damaged items may be required to complete incident documentation.
- L. If requesting reimbursement for personal cell phone charges, an “S-number” authorizing cell phone use must be obtained from the Incident or host agency. The S-number and copies of an itemized personal cell phone bill must be submitted with the reimbursement request. Receipts for any additional expenses must also be included in the reimbursement request.
- M. The Denver Fire Department will provide workers compensation for a line-of-duty injury per the Collective Bargaining Agreement for Wildland Team members while deployed to a Wildland fire assignment.
- N. The Denver Fire Department will provide workers compensation for a line-of-duty injury per the State Annual Operating Plan for Wildland Team members while deployed to a Wildland fire assignment.
- O. Wildland Team members will be paid by the Denver Fire Department for time worked on their normal bi-weekly paycheck. Reimbursements for other items (per diem, lodging, and mileage) will be paid by separate check through the City’s voucher system and deposited to the member’s designated account.

V. REIMBURSEMENT

The following original documents should be submitted to the Wildland Processing Accountant when requesting reimbursement and/or personnel pay.

- A. Personnel Costs
  - 1. Wildland Reconciliation/Checklist Form
  - 2. Copies of Daily Crew Time Reports (CTR-SF261)
  - 3. Incident Time Reports (OF288) documenting time periods on-shift
  - 4. Resource Order for the incident
  - 5. Travel request reimbursement for per diem, mileage, lodging, airport parking, rental vehicles, etc., including original receipts

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1087.00
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Topic: Wildland Operating Procedures

6. Damage/loss documentation for repair/replacement of lost/damaged items

**B. Equipment**

1. Copy of CRRF with reimbursable resource highlighted
2. Original Emergency Equipment Use invoice, if no other expenses are claimed
3. Original Emergency Equipment Shift Tickets documenting time periods on shift
4. Resource Order for first incident
5. Fuel receipts, if fuel not supplied at incident
6. Emergency Firefighter Time Sheets, if firefighters are paid separate from equipment
7. Per diem and lodging receipts for crew, if applicable
8. Supply Order numbers for supply/replacement, if necessary
9. Damage/loss documentation for repair/replacement, if necessary
10. Additional reimbursement expenses (airport parking, rental vehicles, shuttle, taxi, etc.)

The Wildland Processing Accountant will submit reimbursement requests to the City Controller's office upon finalization and submittal of the wildland reimbursement packet to the DFPC office.

**VI. OTHER MEMBERSHIP RESPONSIBILITIES**

**A. WILDLAND PROGRAM COMMUNICATIONS**

Most, if not all aspects of the wildland program during the pre-season and typical deployment months require daily monitoring of a member's City email and responding timely (with 24-hours) to any requests received.

Per Department Directive 1006.00, **all DFD members (not just wildland) are required to check their City/Department email (name@denvergov.org or name@flydenver.com) as a part of their daily job duties.**

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Wildland Operating Procedures

Topic No:	1087.00
Date:	04-06-2022
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Review Date:	04-06-2023
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Wildland participation requires that team members shall check their personal City email multiple times daily on their days off throughout the wildland fire season. For documentation purposes, official communication for the wildland program will only be conducted via the member's City email and not from personal email accounts or by text.

Station computer accounts (i.e., DFD180 @ denvergov.org) should not be used to send documents or emails. The lack of timely responses to wildland requests may result in discontinued participation.

**Members should ensure that a city email application is installed on their personal devices. In addition, it is the responsibility of all members to ensure their password is current and that their account is functional at all times.**

**B. WILDLAND EQUIPMENT ACCOUNTABILITY**

All equipment purchased for the Wildland Program, including hand-held radios, are considered accountable property. When issued to personnel or included in the inventory for each of the wildland engines, all equipment will be accounted for at all times. Radios, if issued to a member, will be returned to the Wildland Coordinator when requested, when no longer needed, or after each season.

All damaged, broken, or lost wildland equipment will be reported to the Wildland Coordinator immediately so that repairs and/or replacement can be made.

**C. TRADES**

It is a member's responsibility to make sure that the Department does not incur any costs for trades when they have been deployed. Members cannot have trades in TeleStaff while on a deployment assignment. During any period a member has made themselves available for deployments, that member is responsible for clearing all trades, both owed and owing, that fall with the deployment period prior to leaving on deployment. If a member has been pre-hired for Overtime and the Overtime falls within the accepted deployment, the member will notify the Wildland Coordinator, or on-duty Shift Commander, so the Overtime can be cancelled and rehired.

**D. TRAINING - SUPPLEMENTAL TRAINING**

1. While not required, the Department encourages all Team members to pursue additional wildland training to improve personal skills and for advancement in individual wildland functions.
2. Wildland training courses are available to members throughout the year to diversify a member's wildland knowledge and meet many of the pre-requisites for advancement in the wildland profession. Members should contact the Wildland Coordinator regarding supplemental training and available training venues. On a case-by-case basis, the Department may support the tuition costs of wildland training with prior approval.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1087.00</b>
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<b>Replaces:</b>	<b>Same, dated 04-14-2021</b>

**Topic: Wildland Operating Procedures**

3. To the extent possible, in-house training sponsored by the Department will be arranged so that on-duty personnel may attend. In situations where classes cover several consecutive days, members will be expected to attend on their off-duty days without compensation or pay.
4. Every certificate received for course completion will be recorded in the member's individual IQS record. It is the member's responsibility to deliver a copy (electronic or hard copy, no pictures) to the Wildland Coordinator for updating of the member's permanent record.
5. Members should contact the Wildland Coordinator regarding information on training, qualifications, and task books.

**E. PRESCRIBED BURNING**

1. For Department purposes, participation in external prescribed burning is considered training. Prior to participating in prescribed burning with other departments or entities, members must first deliver the Denver Fire Department's Wildland Training form to the Assistant Chief for Special Operations and/or Operations Captain for approval.
2. Once participation is approved by the Division Chief of Operations, member(s) will be covered by the Department for potential injury, as in all other Department training exercises.
3. If any member does not first receive approval from the Division Chief of Operations, any injury incurred while training with other departments will be the responsibility of the individual.

**F. ILLNESS/INJURY**

1. A traumatic injury, as defined in the PMS-902, *NWCG Standards for Interagency Incident Business Management (4/2018)* is a wound or other condition to the body caused by external force, including stress or strain, and which occurs during one work shift or one calendar day. If this situation occurs, the injured party shall fill out the front side of a CA-1 Notice of Traumatic Injury report and their on-scene supervisor shall complete the reverse side.
2. The PMS-902 also recognizes the classification of occupational disease. This is defined as a disease that is produced by systemic infections, continued or repeated stress or strain, exposure to toxins, poisons, or fumes, or other continued or repeated exposure to conditions of work environment over a period of at least two days. In this situation, the injured party shall fill out the front side of a CA-2 and their supervisor shall fill out the reverse side.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1087.00</b>
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<b>Replaces:</b>	<b>Same, dated 04-14-2021</b>

**Topic: Wildland Operating Procedures**

3. Denver Fire Department Dispatch shall be contacted in the case of any serious injuries at 720-913-2400. Dispatch will make the call list, so all the appropriate individuals will be notified.
4. As soon as reasonably possible, the injured member must call the OUCH Line 303-436-OUCH (6824) and inform the call taker that you are reporting a Wildland related injury.
5. Workers Compensation requires notification of the member's direct supervisor within 48-hours of the incident. Copies of the CA-1 or CA- 2 must be filled out on scene.

**G. CONDUCT**

1. Possession of alcoholic beverages while traveling, at the incident or in other government facilities is prohibited. Possessing, selling, distributing, transporting, or personally using controlled substances (unless prescribed by a physician) is illegal.
2. While on deployment, all Denver Fire Department Directives, rules and regulations, and discipline guidelines shall apply.
3. Members who are sent home from an incident for conduct unbecoming **shall** be subjected to discipline by the Denver Fire Department.

**H. USE OF DEPARTMENT VEHICLES**

1. When needed, Department vehicles are approved for official use in traveling to and from wildland deployments, as well for official travel while assigned.
2. When a Department vehicle is used, members are responsible for completing a daily OF-297 Emergency Equipment Shift Ticket and obtaining a final OF-286 Emergency Equipment-Use Invoice Form from the incident before demobilization. Copies should be submitted with a member's wildland package.
3. Department issued fuel card is allowed for fuel purchase only.
4. Upon return from any assignment where a Department vehicle is used, the Team member will be immediately responsible for assuring the following:
  - a. Returning the vehicle and keys to its original parked location.
  - b. All trash and personal equipment/items are removed from the vehicle.
  - c. The vehicle's exterior is washed.
  - d. The vehicle's interior will be thoroughly vacuumed including the trunk.
  - e. The vehicle will be fully fueled.

**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

<b>Topic No:</b>	<b>1087.00</b>
<b>Date:</b>	<b>04-06-2022</b>
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<b>Replaces:</b>	<b>Same, dated 04-14-2021</b>

**Topic: Wildland Operating Procedures**

- f. Any damage, mechanical or safety needs (headlights, tire wear, etc.) are documented and reported.
- g. Requirements specific to the engines and crew vehicles are specified in the Department's Wildland Apparatus SOG 2117.03.

**VII. DIRECTIVE EFFECTIVENESS**

The effectiveness of this Directive will be evaluated on an ongoing basis and revisions will be implemented as needed. The Division Chief of Operations or their designee are authorized to deviate from this Directive if, by their discretion, it is in the best interest of the Department, Divisions impacted, and all stakeholders.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

**Topic: NLOD REPORTING PROCEDURES**

<b>Topic No:</b>	<b>1088.00</b>
<b>Date:</b>	<b>12-21-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>12-21-2023</b>
<b>Replaces:</b>	<b>Same, dated 04-22-2020</b>

**PURPOSE: To establish NLOD reporting procedures for personnel.**

The purpose of this policy is to allow firefighters, in connection with sickness or injury, to achieve a balance between family responsibilities and work demands. Each member must recognize that the responsibility of the Denver Fire Department is to provide a continuously high level of service to the public and as such we have a responsibility to maintain staffing levels to support our critical mission.

**SCOPE: Applies to all Personnel.**

The following procedures shall be followed when a member is utilizing sick leave for an NLOD absence.

1. All members across all divisions that are considering using Non-Line of Duty (NLOD) Leave must telephone their respective on-duty District Chief (Assistant Chief in a Support Service assignment) to have the leave entered into TeleStaff. Leaving a voice mail message, text message, or email indicating the need to use NLOD will not be accepted. Members will need to speak directly with a Chief Officer indicating their desire to use NLOD for any amount of time during a work shift. This action will need to be completed by a Chief Officer.
2. In the Operations Division, if a member is unable to contact a District Chief, then a call to the on-duty Shift Commander must be completed. Calling a Division Chief in a Support Service assignment is acceptable if members are unable to reach the Assistant Chief. Within the Airport Division, if a member is unable to contact the Red Chief, they may contact the Division Chief.
3. Assistant Chiefs in Operations are asked to speak with the on-duty Shift Commander if calling in NLOD and a Division Chief if using NLOD in a support service assignment.
4. All members are to report their NLOD status in Telestaff by 0645.
5. Assistant Chiefs are to report their NLOD status in Telestaff by 0600.
6. The respective District Chief will notify the on-duty Shift Commander of the reported absence to ensure that proper staffing levels are maintained.



DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1089.00
Date:	12-10-2020
Approved:	DGF
Review Date:	12-10-2022
Replaces:	NEW

Topic: Department of Public Safety  
Fraternization Policy

**PURPOSE:** The City and County of Denver strongly believes that a work environment where employees maintain clear boundaries between employee personal and business interactions is necessary for effective business operations. Although this policy does not prevent the development of friendships or romantic relationships between co-workers, it does establish boundaries as to how relationships are conducted during working hours and within the working environment.

**SCOPE:** Per the City and County of Denver Code of Ethics, individuals in supervisory or managerial roles and those with authority over others' terms and conditions of employment are subject to more stringent requirements due to their status as role models, their access to sensitive information, and their ability to affect the employment of individuals in subordinate positions.

This policy does not preclude or interfere with the rights of employees protected by any applicable statute concerning the employment relationship.

Procedures

1. During working time and in working areas, employees are expected to conduct themselves in an appropriate workplace manner that does not interfere with others or with overall productivity.
2. During nonworking time, such as lunches, breaks, and before and after work periods, employees engaging in personal exchanges in nonwork areas should observe an appropriate workplace manner to avoid offending other workers or putting others in an uncomfortable position.
3. Employees are strictly prohibited from engaging in physical contact that would in any way be deemed inappropriate in the workplace by a reasonable person while anywhere on city premises, whether during working hours or not.
4. Employees who allow personal relationships with co-workers to adversely affect the work environment may be subject to The City and County of Denver's disciplinary policy. Failure to change behavior and maintain expected work responsibilities may be viewed as a serious disciplinary matter.
5. Employee off-duty conduct is generally regarded as private, as long as such conduct does not create problems within the workplace. An exception to this principle, however, is romantic or sexual relationships between supervisors and subordinates are prohibited.

DENVER FIRE DEPARTMENT

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Topic No:	1089.00
Date:	12-10-2020
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Topic: Department of Public Safety  
Fraternization Policy

6. Any supervisor, manager, executive or other city official in a sensitive or influential position with The City and County of Denver must disclose the existence of a romantic or sexual relationship with another co-worker. Disclosure may be made to the individual's immediate supervisor or Human Resources. The City and County of Denver leadership will review the circumstances to determine whether any conflict of interest exists. If an employee is unsure if/he is in a position requiring disclosure of such a relationship, the employee should contact Human Resources.
7. When a conflict-of-interest or potential risk is identified due to a city official's relationship with a co-worker, The City and County of Denver will work with the parties involved to consider options for resolving the problem. The initial solution may be to make sure the parties no longer work together on matters where one is able to influence the other or take action for the other. Matters such as hiring, firing, promotions, performance management, compensation decisions and financial transactions are examples of situations that may require reallocation of duties to avoid any actual or perceived reward or disadvantage. In some cases, other measures may be necessary, such as transfer of one or both parties to other positions or departments.
8. Failure to cooperate with The City and County of Denver to resolve a conflict or problem caused by a romantic or sexual relationship between co-workers or among managers, supervisors or others in positions of authority in a mutually agreeable fashion may be deemed insubordination and result in disciplinary action up to and including termination.
9. The provisions of this policy apply regardless of the sexual orientation of the parties involved.
10. Where doubts exist as to the specific meaning of the terms used above, employees should make judgments based on the overall spirit and intent of this policy.
11. Any concerns about the administration of this policy should be addressed to the Director of HR and/or the CAO.

DENVER FIRE DEPARTMENT

DIRECTIVE

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**Topic: Department of Public Safety  
Fraternization Policy**

CONSENSUAL RELATIONSHIP AGREEMENT

[Employee A Name], employed by The City and County of Denver as a Uob title], and [Employee B Name], employed by The City and County of Denver as a Uob title], hereby notify The City and County of Denver that we have entered into a voluntary and mutual consensual social relationship.

In entering into this relationship, we both understand and agree to the following:

- Our personal relationship is voluntary and consensual.
- We are both free to end the relationship at any time.
- If the social relationship should end, we both agree that we shall not allow the end of this relationship to negatively impact our job performance.
- We will act professionally in the workplace without public display of affection.
- We have received and reviewed The City and County of Denver]'s sexual-harassment policy.
- We acknowledge that the social relationship between us does not violate The City and County of Denver's policies and that entering into the social relationship has not been made a condition or term of employment

Employee A:

Employee B:

\_\_\_\_\_  
Print

\_\_\_\_\_  
Print

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

Department of Public Safety  
1331Cherokee St. #302 | Denver, CO 80204  
www.denvergov.org/safety  
p. 120.913.5020 | f. 720-913-7028

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DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1090.00</b>
<b>Date:</b>	<b>08-03-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>08-03-2022</b>
<b>Replaces:</b>	<b>New</b>

**Topic: Resilience Education and Coordination to Establish a Support System (R.E.C.E.S.S.)**

**PURPOSE:** The objective of this policy is to outline the DFD Tactical RECESS Program. The program is designed to allow members to take an intentional and temporary pause or cessation from their everyday work or duty assignment. A member taking an intentional RECESS allows for structured time and purposeful activities for the nervous system to reset after a Critical Incident, Traumatic Experience, or Extreme Life Events. This program can be classified and utilized as “Full” or “Partial” RECESS. The reasons members may choose to use this volunteer program are specific to each individual.

**SCOPE:** Any active member of the Denver Fire Department can request RECESS

**I. BACKGROUND**

- A.** The fire service culture has unintentionally created an environment that does not always support or encourage firefighters to take care of their overall well-being regarding the job stressors coupled with inevitable life stressors. The “suck it up” mentality has created a culture of isolation, fear of gaining needed support, and a stigma of “weakness” in asking for help. This stigma causes people to not seek support until their situations are out of control, dire, or compounded. The stigma is unnecessary, unacceptable, and counterproductive to overall wellness and living a full, balanced life while serving the City and County of Denver citizens. The goal of RECESS is to reduce stigma and foster a sense of control, encourage self-reflection, and allow for time to rest and reset.
  
- B.** RECESS focuses on the member’s overall wellness and shall be tailored to fit each member’s unique needs through a combination of self-assessments and meetings with the DFD Wellness Team. Each RECESS participant’s resilience and wellness will be defined and self-assessed keeping eight (8) areas of wellness in mind:
  - **Emotional / Mental Health** – managing stress, sufficient sleep, supportive relationships, seeking therapy when needed, etc.
  - **Environmental Health** – caring for your surroundings, avoiding clutter, recycling, and volunteering for environmental initiatives, etc.
  - **Financial Health** – planning for current and future situations, living within financial means, creating a budget, etc.
  - **Intellectual Health** – expanding knowledge or skills, reading, joining clubs, enhancing intellectual interests, recognizing creative abilities, etc.
  - **Occupational Health** – enjoying and finding meaning in your work, appreciating your contributions and personal satisfaction, etc.

DENVER FIRE DEPARTMENT

DIRECTIVE

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**Topic: Resilience Education and Coordination to Establish a Support System (R.E.C.E.S.S.)**

- **Physical Health** – sufficient exercise, balanced nutrition, increased hydration, preventative medical care, etc.
- **Social Health** – a sense of connection and belonging, social network offering guidance and support, quality time with friends/family, volunteering, etc.
- **Spiritual Health** – introspection, understanding the beliefs and values that shape who you are and guide your life, expanding our sense of purpose and meaning, etc.

C. RECESS is structured to move incrementally through stages to prepare the member’s mind and body for their eventual return to full duty.

**II. REFERRAL SOURCES**

- A. Self-referral
- B. Peer referral
- C. Supervisor referral
- D. Administrative referral

**III. BROAD CRITERIA FOR REFERRAL**

**A. DEFINED**

1. Critical Incident Exposure
2. Overwhelming life circumstances impacting one or more areas of a member’s life
3. Reintegration to assignment from an approved treatment program or extended leave

**IV. BROAD CRITERIA FOR ACCEPTANCE**

**A. DEFINED**

1. Voluntary email request from the applicant to the Resilience Wellness Coordinator or any person in the member’s chain of command
2. Recommendation from Wellness Coordinator – Resilience
3. Approval from Training Division Chief
4. Approval from Division Chief of the member’s assignment
5. Approval from the Chief of the Department or a Designee

DENVER FIRE DEPARTMENT

DIRECTIVE

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**Topic: Resilience Education and Coordination to Establish a Support System (R.E.C.E.S.S.)**

**V. MODELS OF DELIVERY**

- A.** Each participant in the RECESS Program will automatically receive planning regarding:
  - 1.** Exercise
  - 2.** Nutrition
  - 3.** Social Connection / Support / Services
  - 4.** Sleep Hygiene
  - 5.** Resilience and Wellness Support and Planning
    - a. Full:**
      - 1.** Assignment to the Safety and Training Division. Transfer date and schedule coordinated with changes from Operations 48-hour work environment as necessary
        - i.** Report to DFD Training Academy; 40-hour work week
        - ii.** 80-120 hours total program time
        - iii.** Member shall invest half of their own time through NLOD, trades, and vacation. FMLA is encouraged as its approval would allow for reassignment of vacation hours.
      - 2.** Two or three-week options
    - b. Partial:**
      - 1.** Complete RECESS while in current duty assignment.
        - i.** Self-paced and coordination as needed
        - ii.** Possible delivery utilizing approved administrative leave while on-duty
        - iii.** Program delivery during off-duty day
        - iv.** Program delivered in the fire house to the crew(s)
      - 2.** Length of program determined by the member(s) and Wellness Coordinator

**VI. RETURN TO ASSIGNMENT**

- A.** Each member will return to work after the completion of:
  - 1.** RECESS Program assessment/survey
  - 2.** Self-assessment survey

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1091.00
Date:	09-28-2021
Approved:	JAV
Review Date:	09-28-2023
Replaces:	Same, dated 08-24-2021

Topic: Reporting Procedures for Dispatch Concerns

**PURPOSE:** To provide a consistent reporting mechanism to address concerns, complaints, and/or issues regarding Fire Dispatch

**SCOPE:** Applies to all Operations Personnel

If **complaints** arise regarding Fire Dispatch, members shall adhere to the following reporting procedures:

- Officer shall file complaint in writing to their respective District Chief.
- District Chief shall evaluate complaint and, if deemed legitimate, forward the complaint to their respective Shift Commander.
- Shift Commander will liaison to the Fire Dispatch Captain and the Technical Services Assistant Chief to address complaint/concern. Shift Commanders shall be the **only** point of contact to Fire Dispatch regarding complaints.
- Members other than Shift Commanders are not allowed to call Fire Dispatch with complaints. Chain of command will be utilized for any complaints.
  - Often, a comprehensive review of the incident in question will take time and cannot always be accomplished over the phone.
- Shift Commander will disseminate outcome and follow up with the District Chief/Company Officer, in writing, regarding the issue.

The Technical Services Division recognizes the fact that time sensitive issues may arise that affect the day to day operational needs of the Districts. The expectation is District Chiefs should be able to manage their respective Districts. Therefore, District Chiefs shall be able to contact Dispatch to manage the Operational needs of their districts. When contacting Dispatch in these instances, please attempt to request the on-duty dispatch supervisor.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1092.00</b>
<b>Date:</b>	<b>11-10-2021</b>
<b>Approved:</b>	<i>JAV</i>
<b>Review Date:</b>	<b>11-10-2023</b>
<b>Replaces:</b>	<b>Same, dated 11-01-2021</b>

**Topic: DFD Annual Review**

**PURPOSE:** To provide an annual assessment of employee performance

**SCOPE:** Applies to all sworn Denver Fire Department personnel

**POLICY:**

All sworn DFD employees will complete a self-assessment of their work performance in Workday on an annual basis. The primary assessment categories include job knowledge, situational skills, community/customer relations, leadership/followership, ethical actions, emotional intelligence, and strengths/weaknesses. Members shall add descriptive and detailed answers in the comment box under each category. Members will have the ability to review all comments made by the first and second level managers and discuss them in person during the process.

Supervisors will review self-assessments for personnel assigned to them and provide responses as it relates to the assessment categories and provide responses to each category. The review may be discussed, in person, with the member who is the subject of the review prior to final submission.

Supervisors and employees are able to attach journal entries throughout the year which may be used as supporting information during the annual review season. This can include completed education, certificates, commendations, complaints, and/or incident summaries.

After supervisors submit their review responses, the second level supervisor will evaluate the annual reviews to verify that all the submissions are properly documented, prior to approving and submitting the completed review in Workday.

**PROCEDURE:**

**Refer to the Target Solutions video training aid for instructions.**

Once per year, members will receive a task in Workday to complete the Annual Review self-evaluation within the assigned time range.

Supervisors complete evaluations of their assigned personnel.

**Operations:**

- Firefighters and Engineers will submit their self-assessment to their assigned Lieutenant or Captain and assigned District Chiefs will complete second level reviews.



**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1092.00</b>
<b>Date:</b>	<b>11-10-2021</b>
<b>Approved:</b>	<i>JAV</i>
<b>Review Date:</b>	<b>11-10-2023</b>
<b>Replaces:</b>	<b>Same, dated 11-01-2021</b>

**Topic: DFD Annual Review**

- Lieutenants and Captains, including roving officers, will submit their self-assessment to their assigned District Chief and Shift Commanders on the corresponding shift will complete second level reviews.
- District Chiefs will submit their self-assessment to Shift Commanders on the corresponding shift and the Operations Division Chief will complete the second level review.
- Shift Commanders will submit their self-assessment to the Operations Division Chief and the Deputy Chief of the Department will complete the second level review.

**DEN:**

- Firefighters and Engineers will submit their self-assessment to their assigned Lieutenant or Captain and the assigned Red Chief will complete second level reviews.
- Lieutenants and Captains, including roving officers, will submit their self-assessment to their assigned Red Chief and the DEN Division Chief will complete the second level review.
- Red Chiefs will submit their self-assessment to the DEN Division Chief and the Deputy Chief of the Department will complete the second level review.

**Support Positions:**

- Firefighters/Technicians will submit their self-assessment to their assigned Lieutenant with Captains providing second level manager review.
- Lieutenants will submit their self-assessment to Captains with Assistant Chiefs providing second level manager review.
- Captains will submit their self-assessment to their assigned Assistant Chief with their Division Chief providing second level manager review.
- Assistant Chiefs will submit their self-assessment to Division Chiefs with the Deputy Chief of the Department providing second level manager review.

**Line Shop:**

- Fire Service Technical Specialists (FSTS) self-assessments will be submitted to and reviewed by their assigned supervisor (either the Superintendent of Fire Alarm or Assistant Superintendent of Fire Alarm).
- Second level manager reviews will be completed by either the Superintendent of Fire Alarm or Division Chief of Technical Services.
- The Assistant Superintendent of Fire Alarm will submit self-assessments to the Superintendent of Fire Alarm, with second level manager reviews by the Division Chief of Technical Services.

**DENVER FIRE DEPARTMENT**  
**DEPARTMENT DIRECTIVE**

<b>Topic No:</b>	<b>1092.00</b>
<b>Date:</b>	<b>11-10-2021</b>
<b>Approved:</b>	<i>JAV</i>
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<b>Replaces:</b>	<b>Same, dated 11-01-2021</b>

**Topic: DFD Annual Review**

- The Superintendent of Fire Alarm will submit a self-assessment to the Division Chief of Technical Services with a second level manager review by the Deputy Chief of the Department.

**Repair Shop:**

- Mechanic self-assessments will be submitted to the Assistant Master Mechanic, with second level manager reviews completed by the Master Mechanic.
- The Assistant Master Mechanics self-assessment will be submitted to the Master Mechanic with the second level manager review completed by the Division Chief of Technical Services.
- The Master Mechanic self-assessment will be submitted to the Division Chief of Technical Services with the second level manager review completed by the Deputy Chief of the Department.

Within Workday, members and their direct supervisors have the ability to attach journal entries throughout the year, which may be used as supporting information during the annual review season. This can include completed education, certificates, commendations, complaints and/or incident summaries.

Supervisors may refer to Transfer of Supervision reports to review members who have been assigned to their team/crew for less than one year. This information can be located on the DFD Web under Transfer of Supervision. Historical ToS reports can be accessed under the member's name.

Members and/or supervisors shall complete the assessment and responses within the assigned Workday timeline, or they may be subject to disciplinary action.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1093.00</b>
<b>Date:</b>	<b>03-18-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>03-18-2024</b>
<b>Replaces:</b>	<b>NEW</b>
<b>References:</b>	1093.00a Funeral Honors – Line of Duty Serious Injury or Death 1093.00b United States Flag Code 1093.00c Line of Duty Serious Injury or Death - PIA 707 Form

**Topic: Line of Duty Serious Injury or Death**

**PURPOSE:** To provide a resource for DFD personnel in the event of serious injury or death of a member while on-duty.

**SCOPE:** Applies to all DFD members tasked with assignments regarding a Line of Duty (LOD) serious injury or death of a member, including those attending any related services.

**I. GENERAL INFORMATION**

In case of a serious injury or death of a firefighter at an emergency scene, members must be alert to ensure the integrity of the accident scene to preserve evidence for later investigation.

Members who have information regarding the injury/death must communicate that information to the Incident Commander (IC) or Safety and Training Division as quickly as possible.

**II. AT THE EMERGENCY SCENE**

The duties of the IC, Shift Commander and responding Command Staff include:

- A. Immediately request necessary medical aid and provide emergency treatment.
- B. Restrict activities at the accident scene to those needed to mitigate the incident.
- C. Restrict entry into the area by posting personnel at the entrances.
- D. Direct the Combined Communications Center (CCC)/Dispatch to activate a Staff Notification of the incident.
- E. Appoint a Hospital Liaison Officer.
- F. Have the Safety and Training Division Officer begin the investigation of the injury or fatality. Consider activating the Post Incident Analysis (PIA) Team.
- G. Activate the Critical Incident Stress Management Team / Peer Support Team.

DENVER FIRE DEPARTMENT

DIRECTIVE

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Replaces:	NEW
References:	1093.00a Funeral Honors – Line of Duty Serious Injury or Death 1093.00b United States Flag Code 1093.00c Line of Duty Serious Injury or Death - PIA 707 Form

Topic: Line of Duty Serious Injury or Death

**III. NOTIFICATION OF NEXT OF KIN**

The Notification Team, as authorized by the Fire Chief or designee, will make the initial contact with the next of kin. The Notification Team must be prepared to:

- A. Assist the next of kin with the immediate emotional trauma associated with the notification. A friend of the family, Peer Support Team member, and the Department Chaplain are recommended for assistance at this time.
- B. Stay with the next of kin, if requested, until a family member or friend arrives.

**Any notification to relatives must be made before details of an injury/death are released to the public or news media.**

Once notification to next of kin has been made, the Notification Team will advise the CCC and the Public Information Officer (PIO).

The PIO will then send the official press release to the CCC, preferably in writing.

**IV. INCIDENT INVESTIGATION**

The Denver Fire Department Safety and Training Division will begin the Department investigation and will be the primary contact with the National Institute for Safety and Health (NIOSH).

If initiated, the PIA Team will begin their investigation, including sending 1093.00c PIA Form 707 to all members involved with the incident.

Equipment involved in an accident resulting in an immediate or probable fatality must not be moved until directed by the Operations Division Chief or the member from Safety and Training starting the investigation releases such equipment, except in instances where equipment must be removed to prevent further accidents. When necessary to remove the victim, such equipment may be moved only to the extent of making possible such removal. All personal protective equipment (PPE) of the involved member will be collected. It is important to secure all PPE as soon as possible.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1093.00</b>
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**Topic: Line of Duty Serious Injury or Death**

WHEN DEPARTMENT VEHICLES ARE INVOLVED, THE DISPATCHERS SHALL:

1. Notify the Technical Services Division Chief. Division 3 will coordinate response of Technical Services personnel.
2. Notify the Master Mechanic. Master Mechanic or designee will report to the scene and provide equipment as needed.
3. Confirm notification and response of Police Department.

**V. RESPONSIBILITIES OF STAFF OFFICERS AND PERSONNEL**

The members in the following positions, as assigned by the Fire Chief or designee, are responsible for carrying out the assigned duties.

**A. Fire Chief or Designee**

1. Contact the member's family using the Notification Team.
2. Arranges to have Denver Fire Department vigil from the time of pronouncement to the day of the service. Also, arranges an escort from the hospital to the funeral home.
3. Notifies DFD membership when there is authorization to lower flags.
4. Notifies the Department indicating the time and place of the funeral, whether the family wishes flowers or memorials, and other pertinent information.
5. Assigns a Denver Fire Department Funeral Incident Commander.
6. Notifies the Hundred Club of Denver.

**B. Division Chief of Operations**

Notifies fire stations in the event of a serious injury or death.

**C. Division Chief of Administration**

Conducts a coordination meeting with the key personnel as soon as possible to ensure everyone understands what options will be exercised in the ceremony.

1. Assigns a Denver Fire Department Funeral Coordinator who will contact the Denver Fire Department Honor Guard.
2. Assigns a Denver Fire Department Family Liaison.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1093.00</b>
<b>Date:</b>	<b>03-18-2022</b>
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**Topic: Line of Duty Serious Injury or Death**

3. Obtains the necessary personnel information from Fire Department files and other sources.
4. Verifies that survivors' benefits have been applied for and/or received.
5. Ensures claim forms are received by the spouse and/or family and that the various benefits and requirements are explained.
6. Ensures that blood gases are drawn, and toxic levels are listed as soon as possible. Members need to be aware that blood gas studies are required in on-the-job deaths in order for the next of kin to be eligible for Federal Public Safety Employees Death Benefits.
7. Assists with and/or completes claim forms for individuals when necessary.
8. Notifies Firefighter's Retirement System / Death Benefit.
9. Notifies Federal Public Safety Officers Benefits Program.
10. Takes charge of personal property and effects.
11. Serves as liaison between the family and various City agencies and insurance companies.
12. Contacts Payroll to determine what benefits the member, or the member's beneficiary, will be awarded.
13. Checks to be certain the final paycheck is taken care of. Fire Department or City property must be returned before the last paycheck is issued.
14. Informs the spouse or family that the final paycheck will be sent by mail or hand delivered and will include payment for unused vacation time, holidays, compensatory time, and sick leave, pursuant to Union Contract in effect at the time.

**D. Division Chief of Safety and Training**

The Safety Officer designated by the Safety and Training Division gathers pertinent data relating to an incident where serious injury or death occurs, and:

1. Verifies NIOSH has been notified of the incident within eight (8) hours of injury or death.
2. Conducts the investigation or assists the Police Department, PIA Team, and/or the Fire Investigation Unit with the investigation.
3. Ensures any immediate policies, practices, and/or equipment safety issues are addressed.
4. Arranges for Critical Incident Stress Management (CISM) defusing/debriefing as needed.

**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

<b>Topic No:</b>	<b>1093.00</b>
<b>Date:</b>	<b>03-18-2022</b>
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**Topic: Line of Duty Serious Injury or Death**

**E. DFD Funeral Incident Commander (IC)**

1. If desired by the family, Department resources will be offered according to 1093.00a DFD Funeral Honors, at the discretion of the Chief of the Department or designee.
  - o The Chief of Department can adjust appropriate funeral honors, accordingly, given extenuating circumstances.
  - o Honors are provided for members in good standing.
2. Coordinates Fire Department personnel participation with the funeral home and Family Liaison.
3. Establishes the funeral incident command positions as needed. These positions include the Family Liaison Officer, Funeral Branch Director, Religious Institution Group Supervisor, Procession Group Supervisor, Cemetery Branch Director, and Reception Group Supervisor.

**F. Hospital Liaison Officer**

1. Updates the IC of significant information relating to the firefighter's condition.
2. Ensures unauthorized press releases are not made from the hospital. All information released will be released by the PIO.
3. Assist family members visiting injured firefighter(s).

**G. Family Liaison**

1. Assists in meeting the immediate needs of the family.
2. Serves as the liaison between the Fire Department Funeral Liaison and the family.
3. Arranges for a Fire Department/family Chaplin, if requested by the family.
4. Determines what funeral arrangements have been made and assists the family, to include:
  - a. Selection of funeral or memorial service site and time. This decision must be made and communicated immediately to the Fire Department.
  - b. Conducting a coordination meeting with key personnel and family members as soon as possible so the type of funeral desired and the extent of Fire Department participation can be determined.

**H. Fire Department Funeral Branch Director**

1. Coordinates the family's requests/needs through the Family Liaison. Every effort will be made to support the wishes of the family.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1093.00</b>
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**Topic: Line of Duty Serious Injury or Death**

2. Ensures all service information regarding decisions that will have to made are communicated to the family.

**I. Planning and Logistics Officer**

1. Serves as a liaison for outside agencies and other departments in relation to deaths and subsequent ceremonies.
2. Finalized route of funeral procession and distributes to other agencies.
3. Notifies and coordinates with other regional fire and police departments in cases where death occurs.
4. Coordinates with the Honor Guard regarding outside agency involvement.

**J. Public Information Officer**

1. Attempts to collect the facts surrounding the incident.
2. Contacts CCC, preferably via phone, and fills them in on the situation. Instructs them **not** to issue statements to the media or anyone else.
3. Attempts to gather pertinent information on the member.
4. Prepares a press release.

**K. Religious Institution Group Supervisor**

1. Denver Fire Department Chaplain will be assigned this position to work with family Liaison Officer/contact.
2. Family may select funeral service assistance from a DFD Chaplain or may use their own religious representative. The DFD Chaplain will then coordinate with family's selected religious representative to coordinate the Department supporting activities as needed.
3. Works directly with funeral home director and Family Liaison to ensure the family's wishes are addressed.
4. Coordinates with the Honor Guard.

**L. Procession Group Supervisor**

Coordinates the procession from the funeral service to the cemetery.

**M. Cemetery Branch Director**

Responsible for the events at the cemetery, from the time the procession arrives until the end of the service and everyone has left.



DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1093.00</b>
<b>Date:</b>	<b>03-18-2022</b>
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**Topic: Line of Duty Serious Injury or Death**

**N. Reception Group Supervisor**

Coordinates with the Family Liaison Offer to plan and execute reception after the internment as requested by the family.

**VI. FLAG PROTOCOL**

Department members will adhere to the United States Flag protocol and procedures, in accordance with 1093.00b United States Code, Title 36, Chapter 10.

**FLYING OF THE UNITED STATES FLAG AT HALF-STAFF:** U.S. Flags will be flown at half-staff upon notification from the Mayor’s Office in remembrance of the deceased. Notification to lower flag to half-staff will be made through normal Department communication channels.

The flag will be flown at half-staff for the period described below (if not described, the period of time will be on a case-by-case basis):

- A.** DFD Line of Duty Death (emergency scene): From the time of Department notification of death until conclusion of the funeral service.
- B.** DFD Line of Duty Death (on-duty and off-duty): Commencing at 0730 hours on the day of the funeral service, until the conclusion of the service.
- C.** DFD/DPD/DSD/Denver Paramedic Line of Duty Death: As directed by the Chief of Department or designee.
- D.** All other public safety and law enforcement not specifically mentioned will be as directed by the Chief of Department or designee.

**VII. WEARING OF BADGE SHROUDS**

The wearing of badge shrouds is customary when attending a firefighter funeral/memorial service. Notification of the wearing of badge shrouds will be made through normal Department communication channels. Shrouds are to be horizontal in the center of the badge.

**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

<b>Topic No:</b>	<b>1093.00</b>
<b>Date:</b>	<b>03-18-2022</b>
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**Topic: Line of Duty Serious Injury or Death**

Shrouds will be worn for the period described below (if not described, the period of time will be on a case-by-case basis as directed by the Chief of Department or designee):

- A.** DFD/DPD/DSD/Denver Paramedic Line of Duty Death: From the time of Department notification of death until conclusion of the funeral service.
- B.** DFD/DPD/DSD/Denver Paramedic Line of Duty Death Due to Line of Duty Illness and Retired Line of Duty Illness: Commencing at 0730 hours on the day of the funeral service, until the conclusion of the service.
- C.** CO State Firefighter Line of Duty Death (emergency scene): Commencing at 0730 hours on the day of the funeral service, until the conclusion of the service.
- D.** All other public safety and law enforcement not specifically mentioned will be as directed by the Chief.

**REFERENCES:** Seattle Fire Department Operating Guideline 3010, Rev. 3/26/15  
Colorado Professional Firefighters Funeral Services Guidelines

**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

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<b>Replaces:</b>	<b>NEW</b>
<b>Reference:</b>	<b>1093.00 Line of Duty Serious Injury or Death</b>

**Topic: Funeral Honors - Line of Duty Serious Injury or Death**

<b>OPTION</b>	<b>LODD</b>	<b>Yes/No</b>	<b>Notes</b>
Flags Half-Staff	X		At the direction of the Governor, Mayor, or Chief of Department
Agency Badge Shrouds	X		
DEN Water Arch for Members Passing through DEN	X		
Bagpipes/Drums	X		
Bugler	X		
Bell Service	X		Done by Retirees
Honor Guard	X		DFD Honor Guard, CPFF assistance if needed
Crossed Flags	X		
Eulogies (Command Staff)	X		
Fire Engine Caisson (Other than E04)	X		E04, unless not available
Fire Service Flags at Funeral	X		US/Colorado/City/DFD
Draped Flag	X		US Flag
Active Member Pallbearers	X		
Station Bunting	X		

**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

<b>Topic No:</b>	<b>1093.00a</b>
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<b>Reference:</b>	<b>1093.00 Line of Duty Serious Injury or Death</b>

**Topic: Funeral Honors - Line of Duty Serious Injury or Death**

<b>OPTION</b>	<b>LODD</b>	<b>Yes/No</b>	<b>Notes</b>
Vehicle Bunting	X		
Walk Through	X		
Apparatus Procession	X		Full procession, including other departments and agencies
Fire Walk of Honor - DFD Uniformed Members to Enter Ceremony Together	X		Uniform Members Only
Dispatch Final Call	X		
Sending Department Members to Services Out of Area	X		
Funeral Team Management	X		
Department Social Media	X		
Honor Watch	X		From time of notice to time of service or cremation
Class A Uniform	X		

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1093.00b</b>
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<b>Replaces:</b>	<b>NEW</b>
<b>References:</b>	<b>1096.00 Uniformed Formation for Ceremonies, Funerals, and Other Events U.S.C. Title 36, Chapter 10</b>

**Topic: United States Flag Code**

**United States Code 36 – 1994 Edition**

**Title 36 – Patriotic Societies and Observances**

**Chapter 10 – Patriotic Customs**

**§175. Position and manner of display**

The flag, when carried in a procession with another flag or flags, should be either on the marching right; that is, the flag's own right, or, if there is a line of other flags, in front of the center of that line.

(a) The flag should not be displayed on a float in a parade except from a staff, or as provided in subsection (i) of this section.

(b) The flag should not be draped over the hood, top, sides, or back of a vehicle or of a railroad train or a boat. When the flag is displayed on a motorcar, the staff shall be fixed firmly to the chassis or clamped to the right fender.

(c) No other flag or pennant should be placed above or, if on the same level, to the right of the flag of the United States of America, except during church services conducted by naval chaplains at sea, when the church pennant may be flown above the flag during church services for the personnel of the Navy. No person shall display the flag of the United Nations or any other national or international flag equal, above, or in a position of superior prominence or honor to, or in place of, the flag of the United States at any place within the United States or any Territory or possession thereof: *Provided*, That nothing in this section shall make unlawful the continuance of the practice heretofore followed of displaying the flag of the United Nations in a position of superior prominence or honor, and other national flags in positions of equal prominence or honor, with that of the flag of the United States at the headquarters of the United Nations.

(d) The flag of the United States of America, when it is displayed with another flag against a wall from crossed staffs, should be on the right, the flag's own right, and its staff should be in front of the staff of the other flag.

(e) The flag of the United States of America should be at the center and at the highest point of the group when a number of flags of States or localities or pennants of societies are grouped and displayed from staffs.

(f) When flags of States, cities, or localities, or pennants of societies are flown on the same halyard with the flag of the United States, the latter should always be at the peak. When the flags are flown from adjacent staffs, the flag of the United States should be hoisted first and

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1093.00b</b>
<b>Date:</b>	<b>03-18-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>03-18-2024</b>
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<b>References:</b>	<b>1096.00 Uniformed Formation for Ceremonies, Funerals, and Other Events U.S.C. Title 36, Chapter 10</b>

**Topic: United States Flag Code**

lowered last. No such flag or pennant may be placed above the flag of the United States or to the United States flag's right.

(g) When flags of two or more nations are displayed, they are to be flown from separate staffs of the same height. The flags should be of approximately equal size. International usage forbids the display of the flag of one nation above that of another nation in time of peace.

(h) When the flag of the United States is displayed from a staff projecting horizontally or at an angle from the window sill, balcony, or front of a building, the union of the flag should be placed at the peak of the staff unless the flag is at half staff. When the flag is suspended over a sidewalk from a rope extending from a house to a pole at the edge of the sidewalk, the flag should be hoisted out, union first, from the building.

(i) When displayed either horizontally or vertically against a wall, the union should be uppermost and to the flag's own right, that is, to the observer's left. When displayed in a window, the flag should be displayed in the same way, with the union or blue field to the left of the observer in the street.

(j) When the flag is displayed over the middle of the street, it should be suspended vertically with the union to the north in an east and west street or to the east in a north and south street.

(k) When used on a speaker's platform, the flag, if displayed flat, should be displayed above and behind the speaker. When displayed from a staff in a church or public auditorium, the flag of the United States of America should hold the position of superior prominence, in advance of the audience, and in the position of honor at the clergyman's or speaker's right as he faces the audience. Any other flag so displayed should be placed on the left of the clergyman or speaker or to the right of the audience.

(l) The flag should form a distinctive feature of the ceremony of unveiling a statue or monument, but it should never be used as the covering for the statue or monument.

(m) The flag, when flown at half-staff, should be first hoisted to the peak for an instant and then lowered to the half-staff position. The flag should be again raised to the peak before it is lowered for the day. On Memorial Day the flag should be displayed at half-staff until noon only, then raised to the top of the staff. By order of the President, the flag shall be flown at half-staff upon the death of principal figures of the United States Government and the Governor of a State, territory, or possession, as a mark of respect to their memory. In the event of the death of other officials or foreign dignitaries, the flag is to be displayed at half-staff according to Presidential instructions or orders, or in accordance with recognized customs or practices not inconsistent with law. In the event of the death of a present or former official of the government of any State, territory, or possession of the United States, the Governor of that

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1093.00b</b>
<b>Date:</b>	<b>03-18-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>03-18-2024</b>
<b>Replaces:</b>	<b>NEW</b>
<b>References:</b>	<b>1096.00 Uniformed Formation for Ceremonies, Funerals, and Other Events U.S.C. Title 36, Chapter 10</b>

**Topic: United States Flag Code**

State, territory, or possession may proclaim that the National flag shall be flown at half-staff. The flag shall be flown at half-staff thirty days from the death of the President or a former President; ten days from the day of death of the Vice President, the Chief Justice or a retired Chief Justice of the United States, or the Speaker of the House of Representatives; from the day of death until interment of an Associate Justice of the Supreme Court, a Secretary of an executive or military department, a former Vice President, or the Governor of a State, territory, or possession; and on the day of death and the following day for a Member of Congress. The flag shall be flown at halfstaff on Peace Officers Memorial Day, unless that day is also Armed Forces Day. As used in this subsection—

- (1) the term “half-staff” means the position of the flag when it is one-half the distance between the top and bottom of the staff;
- (2) the term “executive or military department” means any agency listed under sections 101 and 102 of title 5; and
- (3) the term “Member of Congress” means a Senator, a Representative, a Delegate, or the Resident Commissioner from Puerto Rico.

(n) When the flag is used to cover a casket, it should be so placed that the union is at the head and over the left shoulder. The flag should not be lowered into the grave or allowed to touch the ground.

(o) When the flag is suspended across a corridor or lobby in a building with only one main entrance, it should be suspended vertically with the union of the flag to the observer's left upon entering. If the building has more than one main entrance, the flag should be suspended vertically near the center of the corridor or lobby with the union to the north, when entrances are to the east and west or to the east when entrances are to the north and south. If there are entrances in more than two directions, the union should be to the east.

(June 22, 1942, ch. 435, §3, 56 Stat. 378; Dec. 22, 1942, ch. 806, §3, 56 Stat. 1075; July 9, 1953, ch. 183, 67 Stat. 142; July 7, 1976, Pub. L. 94–344, §1(6)–(11), 90 Stat. 810, 811; Sept. 13, 1994, Pub. L. 103–322, title XXXII, §320922(b), 108 Stat. 2131.)

AMENDMENTS

1994—Subsec. (m). Pub. L. 103–322 inserted before last sentence “The flag shall be flown at halfstaff on Peace Officers Memorial Day, unless that day is also Armed Forces Day.”

1976—Subsec. (b). Pub. L. 94–344, §1(6), substituted “right fender” for “radiator cap”.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1093.00b</b>
<b>Date:</b>	<b>03-18-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>03-18-2024</b>
<b>Replaces:</b>	<b>NEW</b>
<b>References:</b>	<b>1096.00 Uniformed Formation for Ceremonies, Funerals, and Other Events U.S.C. Title 36, Chapter 10</b>

**Topic: United States Flag Code**

Subsec. (f). Pub. L. 94-344, §1(7), substituted “to the United States flag's right” for “to the right of the flag of the United States”.

Subsec. (i). Pub. L. 94-344, §1(8), substituted requirement that when the flag is displayed horizontally or vertically against a wall or in a window, the union should be uppermost and to the flag's own right for requirement that when the flag is displayed otherwise than from a staff, it should be displayed flat, whether indoors or out, or so suspended that it falls as free as though it were staffed.

Subsec. (k). Pub. L. 94-344, §1(9), struck out provisions relating to flag position when displayed on a staff in the chancel of a church or speaker's platform of an auditorium.

Subsec. (m). Pub. L. 94-344, §1(10), inserted provisions relating to half-staff display of the flag on Memorial Day and upon the death of principal figures of the United States government and State governments and definitions of terms therein and struck out provisions relating to the affixing of crepe streamers to spearheads and flagstaves in a parade only on the order of the President.

Subsec. (o). Pub. L. 94-344, §1(11), added subsec. (o).

1953—Subsec. (c). Act July 9, 1953, inserted second sentence.

1942—Subsecs. (i) and (m). Act Dec. 22, 1942, inserted “or so suspended that its folds fall as free as though the flag were staffed” to subsec. (i) and omitted therefrom provisions covering display against a wall or in a window, and substituted “lowering” for “hauling” in third sentence of subsec. (m).

### **§176. Respect for flag**

No disrespect should be shown to the flag of the United States of America; the flag should not be dipped to any person or thing. Regimental colors, State flags, and organization or institutional flags are to be dipped as a mark of honor.

(a) The flag should never be displayed with the union down, except as a signal of dire distress in instances of extreme danger to life or property.

(b) The flag should never touch anything beneath it, such as the ground, the floor, water, or merchandise.

(c) The flag should never be carried flat or horizontally, but always aloft and free.

(e) The flag should never be fastened, displayed, used, or stored in such a manner as to permit it to be easily torn, soiled, or damaged in any way.

(j) No part of the flag should ever be used as a costume or athletic uniform. However, a flag patch may be affixed to the uniform of military personnel, firemen, policemen, and members of patriotic organizations. The flag represents a living country and is itself considered a living thing. Therefore, the lapel flag pin being a replica, should be worn on the left lapel near the heart.

(k) The flag, when it is in such condition that it is no longer a fitting emblem for display, should be destroyed in a dignified way, preferably by burning.



DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1093.00b</b>
<b>Date:</b>	<b>03-18-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>03-18-2024</b>
<b>Replaces:</b>	<b>NEW</b>
<b>References:</b>	<b>1096.00 Uniformed Formation for Ceremonies, Funerals, and Other Events U.S.C. Title 36, Chapter 10</b>

**Topic: United States Flag Code**

Pars. (j), (k). Pub. L. 94-344, §1(16), added par. (j) and redesignated former par. (j) as (k).  
1942—Par. (g). Act Dec. 22, 1942, inserted “any” before “part”.

**CROSS REFERENCES**

Police uniforms to display U.S. flag emblem or colors, see section 210a of Title 40, Public Buildings, Property, and Works.

**SECTION REFERRED TO IN OTHER SECTIONS**

This section is referred to in section 178 of this title.

**§177. Conduct during hoisting, lowering or passing of flag**

During the ceremony of hoisting or lowering the flag or when the flag is passing in a parade or in review, all persons present except those in uniform should face the flag and stand at attention with the right hand over the heart. Those present in uniform should render the military salute. When not in uniform, men should remove their headdress with their right hand and hold it at the left shoulder, the hand being over the heart. Aliens should stand at attention. The salute to the flag in a moving column should be rendered at the moment the flag passes.

(June 22, 1942, ch. 435, §5, 56 Stat. 380; Dec. 22, 1942, ch. 806, §5, 56 Stat. 1077; July 7, 1976, Pub. L. 94-344, §1(17), 90 Stat. 812.)

**AMENDMENTS**

1976—Pub. L. 94-344 substituted in first sentence “with right hand over the heart” for “, and salute” and struck out “Men without hats should salute in the same manner.” before “Aliens should” and “Women should salute by placing right hand over the heart.” before “The salute to the flag”.

1942—Act Dec. 22, 1942, substituted “military salute,” for “right-hand salute” in second sentence, “should salute in the same manner,” for “merely stand at attention” in fourth sentence, and inserted fifth sentence.

**CROSS REFERENCES**

Alien as used in Immigration and Nationality Act defined, see section 1101 of Title 8, Aliens and Nationality



**Denver Fire Department**  
Operations Division

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## Denver Fire Department Post-Incident Analysis

Incident Number:

Incident Address:

Name:

Rank:

Assignment:

Assignment/Riding Position During Incident

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Dispatch & Pre-Arrival (Please describe fully, your pre-incident activities, the dispatch information provided, information that you heard, activities performed en route, officer's instructions, and any other pertinent facts.)

Pre-Task Activities (Please describe fully the actions that you performed upon arrival, but prior to assigned apparatus tasks. Examples: Catching Plugs, Retrieved RIT bag, Put on SCBA, Discussed X with Officer.)

Incident Activities (Please describe fully the actions you performed during your assigned tasks. Examples: Pulled 1 ¾ Line, Entered building to perform S&R, Laddered building, Performed 360.)

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1094.00</b>
<b>Date:</b>	<b>03-18-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>03-18-2024</b>
<b>Replaces:</b>	<b>NEW</b>
<b>References:</b>	<b>1094.00a Funeral Honors – Line of Duty Death Due to Line of Duty Illness and Retired Line of Duty Illness 1093.00b United States Flag Code</b>

**Topic: Line of Duty Death Due to Line of Duty Illness and Retired Line of Duty Illness**

**PURPOSE:** To provide a resource for DFD personnel in the event of death of a member due to a Line of Duty Illness (LODI) or a Retired Line of Duty Illness (LODIR).

**SCOPE:** Applies to all DFD members tasked with assignments regarding a Line of Duty (LOD), including those attending any related services.

**I. GENERAL INFORMATION**

In the case of a death of a firefighter due to a line of duty illness, members must be alert to ensure the integrity the deceased and to the organization.

**II. NOTIFICATION OF THE PENDING DEATH**

The duties of Command Staff include:

- A. Activate the Critical Incident Stress Management Team/Peer Support Team.
- B. Upon notification of Death direct the Combined Communications Center (CCC)/ Dispatch to activate a Staff Notification of the incident.

**III. RESPONSIBILITIES OF STAFF OFFICERS AND PERSONNEL**

The following members as assigned by the Fire Chief or designee, are responsible for carrying out the assigned duties.

**A. Fire Chief or Designee**

1. Contacts the member’s family using the Notification Team.
2. Arranges to have Denver Fire Department vigil from the time of pronouncement to the day of the service. Also, arranges an escort from the hospital to the funeral home.
3. Notifies DFD membership when there is authorization to lower flags.
4. Notifies the Department indicating the time and place of the funeral, whether the family wishes flowers or memorials, and other pertinent information.
5. Assigns a Denver Fire Department Funeral Incident Commander.
6. Notification of the Hundred Club of Denver.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1094.00</b>
<b>Date:</b>	<b>03-18-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>03-18-2024</b>
<b>Replaces:</b>	<b>NEW</b>
<b>References:</b>	<b>1094.00a Funeral Honors – Line of Duty Death Due to Line of Duty Illness and Retired Line of Duty Illness 1093.00b United States Flag Code</b>

**Topic: Line of Duty Death Due to Line of Duty Illness and Retired Line of Duty Illness**

**B. Division Chief of Operations**

Notifies fire stations in the event of a death.

**C. Division Chief of Administration**

Division Chief or their designee coordinates with the appropriate departments and agencies to facilitate the paperwork process for the family on matters pertaining to the deceased. Conducts a coordination meeting with key personnel as soon as possible to ensure everyone understands what options will be exercised in the ceremony.

1. Assigns a Denver Fire Department Funeral Coordinator.
2. Assigns a Denver Fire Department Family Liaison.
3. Obtains the necessary personnel information from Fire Department files and other sources.
4. Verifies that survivors' benefits have been applied for and/or received.
5. Ensures claim forms are received by the spouse and/or family and that the various benefits and requirements are explained.
6. Assists with and/or completes claim forms for individuals when necessary.
7. Notifies Firefighter's Retirement System / Death Benefit
8. Notifies Federal Public Safety Officers Benefits Program.
9. Takes charge of personal property and effects.
10. Serves as liaison between the family and various City agencies and insurance companies.
11. Contacts Payroll to determine what benefits the member, or the member's beneficiary, will be awarded.
12. Checks to be certain the final paycheck is taken care of. Fire Department or City property must be returned before the last paycheck is issued.
13. Informs the spouse or family that the final paycheck will be sent by mail or hand delivered and will include payment for unused vacation time, holidays, compensatory time, and sick leave, pursuant to Union Contract in effect at the time.

**D. Division Chief of Safety and Training**

Arranges for Critical Incident Stress Management (CISM) defusing/debriefing as needed.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1094.00</b>
<b>Date:</b>	<b>03-18-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>03-18-2024</b>
<b>Replaces:</b>	<b>NEW</b>
<b>References:</b>	<b>1094.00a Funeral Honors – Line of Duty Death Due to Line of Duty Illness and Retired Line of Duty Illness 1093.00b United States Flag Code</b>

**Topic: Line of Duty Death Due to Line of Duty Illness and Retired Line of Duty Illness**

**E. DFD Funeral Incident Commander (IC)**

1. If desired by the family, Department resources will be offered according to 1094.00a DFD Funeral Honors, at the discretion of the Chief of the Department or designee.
  - o The Chief of Department can adjust appropriate funeral honors, accordingly, given extenuating circumstances.
  - o Honors are provided for members in good standing.
2. Coordinates Fire Department personnel participation with the funeral home and Family Liaison.
3. Establishes the funeral incident command positions as needed. These positions include the Family Liaison Officer, Funeral Branch Director, Religious Institution Group Supervisor, Procession Group Supervisor, Cemetery Branch Director, and Reception Group Supervisor.

**F. Hospital Liaison Officer**

1. Updates the IC of significant information relating to the firefighter's condition.
2. Ensures unauthorized press releases are not made from the hospital. All information released will be released by the PIO.
3. Assists family members visiting injured firefighter(s).

**G. Family Liaison**

1. Assists in meeting the immediate needs of the family.
2. Serves as the liaison between the Fire Department Funeral Liaison and the family.
3. Arranges for a Fire Department / family Chaplain, if requested by the family.
4. Determines what funeral arrangements have been made and assists the family to include:
  - a. Selection of funeral or memorial service site and time. This decision must be made and communicated immediately to the Fire Department.
  - b. Conducting a coordination meeting with key personnel and family members as soon as possible so that the type of funeral desired and the extent of Fire Department participation can be determined.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1094.00</b>
<b>Date:</b>	<b>03-18-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>03-18-2024</b>
<b>Replaces:</b>	<b>NEW</b>
<b>References:</b>	<b>1094.00a Funeral Honors – Line of Duty Death Due to Line of Duty Illness and Retired Line of Duty Illness 1093.00b United States Flag Code</b>

**Topic: Line of Duty Death Due to Line of Duty Illness and Retired Line of Duty Illness**

**H. Fire Department Funeral Branch Director**

1. Coordinates the family’s requests / needs through the Family Liaison. Every effort will be made to support the wishes of the family.
2. Ensures all service information regarding decisions that will have to be made are communicated to the family.

**I. Planning and Logistics Officer**

1. Serves as a liaison for outside agencies and other departments in relation to deaths and subsequent ceremonies.
2. Finalizes route of funeral procession and distributes to other agencies.
3. Notifies and coordinates with other regional fire and police departments in cases where death occurs.
4. Coordinates with the Honor Guard regarding outside agency involvement.

**J. Public Information Officer**

1. Attempts to collect the facts surrounding the incident.
2. Contacts CCC, preferably via phone, and fills them in on the situation. Instructs them **not** to issue statements to the media or anyone else.
3. Attempts to gather pertinent information on the member.
4. Prepares a press release.

**K. Religious Institution Group Supervisor**

1. Denver Fire Department Chaplain will be assigned this position to work with family Liaison Officer/contact.
2. Family may select funeral service assistance from a DFD Chaplain or may use their own religious representative. The DFD Chaplain will then coordinate with the family’s selected religious representative to coordinate Department supporting activities as needed.
3. Works directly with funeral home director and Family Liaison to ensure the family’s wishes are addressed.
4. Coordinates with the Honor Guard.

**L. Procession Group Supervisor**

Coordinates the procession from the funeral service to the cemetery.

DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1094.00</b>
<b>Date:</b>	<b>03-18-2022</b>
<b>Approved:</b>	<b><i>KV</i></b>
<b>Review Date:</b>	<b>03-18-2024</b>
<b>Replaces:</b>	<b>NEW</b>
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**Topic: Line of Duty Death Due to Line of Duty Illness and Retired Line of Duty Illness**

**M. Cemetery Branch Director**

Responsible for the events at the cemetery from the time the procession arrives, until the end of the service, and everyone has left.

**N. Reception Group Supervisor**

Coordinates with the Family Liaison Officer to plan and execute reception after the interment as requested by family.

**IV. FLAG PROTOCOL**

Department members will adhere to United States Flag protocol and procedure, in accordance with 1094.00b United States Code, Title 36, Chapter 10.

**FLYING OF THE UNITED STATES FLAG AT HALF STAFF:** U.S. Flags will be flown at half-staff upon notification from the Mayor’s Office in remembrance of the deceased. Notification to lower flags to half-staff will be made through normal Department communication channels.

The flag will be flown at half-staff for the period described below (if not described, the period of time will be on a case-by-case basis):

- A. DFD Line of Duty Death (emergency scene):** From time of Department notification of death until conclusion of the funeral service.
- B. DFD Line of Duty Death (on-duty and off-duty):** Commencing at 0730 hours on the day of the funeral service, until the conclusion of the service.
- C. DFD/DPD/DSD/Denver Health Paramedic Line of Duty Death Due to Line of Duty Illness and Retired Line of Duty Illness:** As directed by the Chief of Department or designee.
- D. All other public safety and law enforcement not specifically mentioned** will be as directed by the Chief of Department or designee.



DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1094.00</b>
<b>Date:</b>	<b>03-18-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>03-18-2024</b>
<b>Replaces:</b>	<b>NEW</b>
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**Topic: Line of Duty Death Due to Line of Duty Illness and Retired Line of Duty Illness**

**V. WEARING OF BADGE SHROUDS**

The wearing of badge shrouds is customary, but is not mandatory, except when attending a firefighter funeral/memorial service. Notification of the wearing of badge shrouds will be made through normal Department communication channels.

Shrouds will be worn for the period described below (if not described, the period of time will be on a case-by-case basis as directed by Chief of Department or designee).

- A.** DFD/DPD/DSD/Denver Paramedic Line of Duty Death: From time of Department notification of death until conclusion of the funeral service.
- B.** DFD/DPD/DSD/Denver Paramedic Line of Duty Death Due to Line of Duty Illness and Retired Line of Duty Illness: Commencing at 0730 hours on the day of the funeral service, until the conclusion of the service.
- C.** CO State Firefighter Line of Duty Death (emergency scene): Commencing at 0730 hours on the day of the funeral service, until the conclusion of the service.
- D.** All other public safety and law enforcement not specifically mentioned will be as directed by the Chief of Department of designee.

**REFERENCES:** Seattle Fire Department Operating Guideline 3010, Rev. 3/26/15  
Colorado Professional Firefighters Funeral Services Guidelines

**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

**Topic: Funeral Honors – Line of Duty Death  
Due to Line of Duty Illness and Retired  
Line of Duty Illness**

<b>Topic No:</b>	<b>1094.00a</b>
<b>Date:</b>	<b>03-18-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>03-18-2024</b>
<b>Replaces:</b>	<b>NEW</b>
<b>References:</b>	<b>1094.00 Line of Duty Death Due to Line of Duty Illness and Retired Line of Duty Illness 1093.00b United States Flag Code</b>

<b>OPTION</b>	<b>LODDI/ RLODDI</b>	<b>Yes/No</b>	<b>Notes</b>
Flags Half-Staff	X		At the direction of the Governor, Mayor, or Chief of Department
Agency Badge Shrouds	X		Time of Service Only
DEN Water Arch for Members Passing through DEN	X		
Bagpipes/Drums	X		
Bell Service	X		
Honor Guard	X		
Crossed Flags	X		
Eulogies (Command Staff)	X		
Engine 4 Caisson	X		
Fire Service Flags at Funeral	X		US/Colorado/City/DFD
Draped Flag	X		US
Active Member Pallbearers	X		At Request of Family
Walk Through	X		
Apparatus Procession	Engine, Truck, Chief, and Other Agencies Stage Along Route		At Request of Family
Unified Entrance - Members of the station or division of the member who passed away, with their family members, will enter and be seated as a group. All other members will seat themselves, with their families at will.	X		
Dispatch Final Call	X		At Request of Family

**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

**Topic: Funeral Honors – Line of Duty Death  
Due to Line of Duty Illness and Retired  
Line of Duty Illness**

<b>Topic No:</b>	<b>1094.00a</b>
<b>Date:</b>	<b>03-18-2022</b>
<b>Approved:</b>	<b><a href="#">KV</a></b>
<b>Review Date:</b>	<b>03-18-2024</b>
<b>Replaces:</b>	<b>NEW</b>
<b>References:</b>	<b>1094.00 Line of Duty Death Due to Line of Duty Illness and Retired Line of Duty Illness 1093.00b United States Flag Code</b>

<b>OPTION</b>	<b>LODDI/ RLODDI</b>	<b>Yes/No</b>	<b>Notes</b>
Sending Department Members to Services Out of Area	At the discretion of the Chief		
Funeral Team Management	X		
Department Social Media	X		
Class A Uniform	X		

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Off-Duty Firefighter Death

Topic No:	1095.00
Date:	03-18-2022
Approved:	KV
Review Date:	03-18-2024
Replaces:	NEW
References:	1095.00a Funeral Honors – Off-Duty Firefighter Death 1095.00b Funeral Resources

**PURPOSE:** To provide a resource for DFD personnel in the event of the death of a firefighter while off-duty

**SCOPE:** Applies to all DFD members tasked with assignments regarding an off-duty firefighter death, in good standing, including those attending any related services. Denver Fire Department Funeral Honors, offered to the family, will follow 1095.00a Funeral Honors.

**RESPONSIBILITIES OF STAFF OFFICERS AND PERSONNEL**

The members in the following positions, assigned by the Fire Chief or designee, are responsible for carrying out the assigned duties.

**A. Fire Chief or Designee**

1. Notifies the Department indicating the time and place of the funeral, whether the family wishes flowers or memorials, and other pertinent information.
2. Assign a Funeral Incident Commander to coordinate the events.

**B. Assistant Chief of Operations**

1. Arranges for Critical Incident Stress Management (CISM) defusing / debriefing as needed or requested.

**C. Division Chief of Administration**

Division Chief or their designee coordinates with the appropriate departments and agencies to facilitate the paperwork process for the family, on matters pertaining to the deceased. Conducts a coordination meeting with the key personnel as soon as possible to ensure everyone understands what options will be exercised in the ceremony.

1. Assigns a Denver Fire Department Funeral Coordinator.
2. Assigns a Denver Fire Department Family Liaison.
3. Obtains the necessary personnel information from Fire Department files and other sources.
4. Verifies that survivors' benefits have been applied for and/or received.
5. Ensures claim forms are received by the spouse and/or family and that the various benefits and requirements are explained.
6. Assists with and/or completes claim forms for individuals when necessary.
7. Notifies Firefighter's Retirement System/Death Benefit.
8. Takes charge of personal property and effects.
9. Serves as liaison between the family and various City agencies and insurance companies.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Off-Duty Firefighter Death

Topic No:	1095.00
Date:	03-18-2022
Approved:	KV
Review Date:	03-18-2024
Replaces:	NEW
References:	1095.00a Funeral Honors – Off-Duty Firefighter Death 1095.00b Funeral Resources

10. Contacts Payroll to determine what benefits the member, or the member's beneficiary, will be awarded.
11. Checks to be certain the final paycheck is taken care of. Fire Department or City property must be returned before the last paycheck is issued.
12. Informs the spouse or family that the final paycheck will be sent by mail or hand delivered and will include payment for unused vacation time, holidays, compensatory time, and sick leave, pursuant to Union Contract in effect at the time.

**D. DFD Funeral Incident Commander (IC)**

1. If desired by the family, Department resources will be offered according to 1095.00a Funeral Honors, at the discretion of the Chief of the Department or designee.
  - o The Chief of Department can adjust appropriate Honors accordingly given extenuating circumstances.
  - o Honors are provided for members in good standing.
2. Coordinates Fire Department personnel participation with the funeral home and Family Liaison.
3. Establishes the funeral incident command positions as needed. These positions include the Family Liaison Officer, Funeral Branch Director, Religious Institution Group Supervisor, Procession Group Supervisor, Cemetery Branch Director, and Reception Group Supervisor.

**E. Hospital Liaison Officer**

1. Updates the IC of significant information relating to the firefighter's condition.
2. Ensures unauthorized press releases are not made from the hospital. All information released will be released by the PIO.
3. Assists family members visiting injured firefighter(s).

**F. Family Liaison Officer**

1. Assists in meeting the immediate needs of the family.
2. Serves as the liaison between the Fire Department Funeral Liaison and the family.
3. Arranges for a Fire Department/family Chaplain, if requested by the family.
4. Determines what funeral arrangements have been made and assists the family to include:
  - a. Selection of funeral or memorial service site and time. This decision must be made and communicated in a timely manner to the Fire Department.

DENVER FIRE DEPARTMENT

DIRECTIVE

**Topic: Off-Duty Firefighter Death**

<b>Topic No:</b>	<b>1095.00</b>
<b>Date:</b>	<b>03-18-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>03-18-2024</b>
<b>Replaces:</b>	<b>NEW</b>
<b>References:</b>	<b>1095.00a Funeral Honors – Off-Duty Firefighter Death 1095.00b Funeral Resources</b>

- b. Conducting a coordination meeting with key personnel and family members as soon as possible so that the type of funeral desired and the extent of Fire Department participation can be determined.

**G. Fire Department Funeral Branch Director**

1. Coordinates the family’s requests/needs through the Family Liaison. Every effort will be made to support the wishes of the family.
2. Ensures all service information regarding decisions that will have to be made are communicated to the family.

**H. Planning and Logistics Officer**

1. Serves as a liaison for outside agencies and other departments in relation to deaths and subsequent ceremonies.
2. Finalizes route of funeral procession and distributes to other agencies.
3. Notifies and coordinates with other regional fire and police departments in cases where death occurs.
4. Coordinates with the Honor Guard regarding outside agency involvement.

**I. Public Information Officer**

1. Attempts to collect the facts surrounding the incident.
2. Contacts CCC, preferably via phone, and fills them in on the situation. Instructs them **not** to issue statements to the media or anyone else.
3. Attempts to gather pertinent information on the member.
4. Prepares a press release.

**J. Religious Institution Group Supervisor**

1. Denver Fire Department Chaplain will be assigned this position to work with family Liaison Officer/contact.
2. Family may select funeral service assistance from a DFD Chaplain or may use their own religious representative. The DFD Chaplain will then coordinate with the family’s selected religious representative to coordinate Department supporting activities as needed.
3. Works directly with funeral home director and Family Liaison to ensure the family’s wishes are addressed.
4. Coordinates with the Honor Guard.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Off-Duty Firefighter Death

Topic No:	1095.00
Date:	03-18-2022
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Replaces:	NEW
References:	1095.00a Funeral Honors – Off-Duty Firefighter Death 1095.00b Funeral Resources

**K. Procession Group Supervisor**

Coordinates the procession from the funeral service to the cemetery.

**L. Cemetery Branch Director**

Responsible for the events at the cemetery, from the time the procession arrives until the end of the service and everyone has left.

**M. Reception Group Supervisor**

Coordinates with Family Liaison Officer to plan and execute reception after the interment as requested by family.

REFERENCES: Seattle Fire Department Operating Guideline 3010, Rev. 3/26/15  
Colorado Professional Firefighters Funeral Services Guidelines

**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

**Topic: Funeral Honors –  
Off-Duty Firefighter Death**

<b>Topic No:</b>	<b>1095.00a</b>
<b>Date:</b>	<b>03-18-2022</b>
<b>Approved:</b>	<b><i>KV</i></b>
<b>Review Date:</b>	<b>03-18-2024</b>
<b>Replaces:</b>	<b>NEW</b>
<b>Reference:</b>	<b>1095.00 Off-Duty Firefighter Death</b>

<b>OPTION</b>	<b>Off Duty</b>	<b>Yes/No</b>	<b>Notes</b>
Bagpipes	X		At Request of Family
Honor Guard	X		
Fire Service Flags at Funeral	X		US/DFD
Draped Flag	X		Thin Red Line (if not a Veteran)
Active Member Pallbearers	X		At Request of Family
Walk Through	X		As Needed
Apparatus Procession	Rig or Rigs from Member's Station		
Unified Entrance - Members of the station or division of the member who passed away, with their family members, will enter and be seated as a group. All other members will seat themselves, with their families at will.	X		At Request of Family
Funeral Team Management	X		As Needed
Department Social Media	X		
Class A Uniform			Business Attire Encouraged/Class A Acceptable



DENVER FIRE DEPARTMENT

DIRECTIVE

<b>Topic No:</b>	<b>1095.00b</b>
<b>Date:</b>	<b>03-18-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>03-18-2024</b>
<b>Replaces:</b>	<b>NEW</b>
<b>Reference:</b>	<b>1095.00 Off-Duty Firefighter Death</b>

**Topic: Funeral Resources**

**PURPOSE:** To provide Department resources contact information.

**GENERAL INFORMATION**

**Benefits**

- OHR HR Benefits 720-913-6741, Option 1
- Local 858 303-298-7850
- Protective Association 303-295-3659
- DFD Federal Credit Union 303-458-6129
- F. P. P. A. 303-770-3772

**Support**

- DFD Chaplain Contact Dispatch
- DFD Peer Support 720-593-6282  
(Literature on Death & Grieving)
- Honor Guard HRB Captain 720-913-3456
- Bag Pipe/Drum/Bugler Local 858 303-228-5350
- Hearse (E04) Retirees Association  
Al Buchwald 720-216-7024  
Don Baldwin 303-910-6625
- DFD Fire Chief's Office Executive Assistant 720-913-3491
- DFD Administration Division Executive Assistant 720-913-3481

DENVER FIRE DEPARTMENT

DIRECTIVE

**Topic: Department Response to Retired Firefighter Death**

<b>Topic No:</b>	<b>1096.00</b>
<b>Date:</b>	<b>03-18-2022</b>
<b>Approved:</b>	<b><a href="#">KV</a></b>
<b>Review Date:</b>	<b>03-18-2024</b>
<b>Replaces:</b>	<b>NEW</b>
<b>Reference:</b>	<b>1096.00a Funeral Honors – Retired Firefighter Death</b>

**PURPOSE:** To provide Guidance when attending funeral services for retired fighters

**SCOPE:** Applies to all DFD Members attending services for a retired firefighter.

**GENERAL INFORMATION**

Upon receiving notification of a retired Denver Fire Department member's death, the Administration Division shall be the designated liaison between the Department and retired member's family, if the Retired Firefighters Association does not have a member available.

If the notification of a death of a retired member has not been received by the Retired Firefighters Association, the Administration Division will make notification to the Retired Firefighters Association.

The Administration Captain shall assist the deceased member's family with notifications of benefits and provide support as needed.

Members are encouraged to wear business attire but may wear Class A uniforms. Badges will not be shrouded. The Retired Firefighters Association will oversee all arrangements regarding Denver Fire Department Funeral Honors provided for members in good standing. Class A, B, or C uniforms will not be worn where alcohol is served.

**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

**Topic: Funeral Honors – Retired Firefighter Death**

<b>Topic No:</b>	<b>1096.00a</b>
<b>Date:</b>	<b>03-18-2022</b>
<b>Approved:</b>	<b><i>KV</i></b>
<b>Review Date:</b>	<b>03-18-2024</b>
<b>Replaces:</b>	<b>NEW</b>
<b>Reference:</b>	<b>1096.00 Department Response to Retired Firefighter Death</b>

<b>OPTION</b>	<b>Retired</b>	<b>Yes/No</b>	<b>Notes</b>
Bagpipes	X	X	At Request of Family
Honor Guard	X	X	
Fire Service Flags at Funeral	X		US/DFD
Apparatus Procession	1 Apparatus		At Request of Family
Department Social Media	X		
Class A Uniform	X		

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Uniformed Formation for Ceremonies, Funerals, and Other Events

Topic No:	1097.00
Date:	03-18-2022
Approved:	KV
Review Date:	03-18-2024
Replaces:	205.02, dated 07-23-04
Reference:	1093.00b United States Flag Code

OVERVIEW

There are many occasions when Denver Firefighters will take part in ceremonies, funerals, and/or “formation” events. The purpose of this directive is to establish Department procedures for these occasions that are consistent with Department Directives, accepted practices regarding uniforms, saluting and the 1093.00b – United States Flag Code, etc. The main intent is for the group, as a whole, to perform whatever command is given in a professional and proficient manner.

I. UNIFORM

It is expected that all members taking part in a funeral or formation where “Class A” uniforms (including service cap) are appropriate, will reflect the solemnity of the occasion and pride in our Department by adhering to the highest possible standards of dress and personal appearance. Non-issue articles of clothing or insignia, including patterned/non-standard neckties, white or non-standard socks, unapproved pins, non-regulation belts and buckles, etc., are unacceptable. All pens, knife clips, key chains, or other non-uniform items should be hidden from sight. Sunglasses if worn while members are in formation, shall be black or dark brown in color. Members found to be “out of uniform” will not be permitted to participate in the formation.

The service cap should be worn while outdoors at all times unless members are specifically directed otherwise. In most instances, the cap should be removed on entering a building and carried facing forward between the left arm and the body. When seated, members may place the cap on their lap or under their seat.

II. FORMATION

When members are in active formation, they should remain in an “At Ease” position until called to “Attention” by the formation leader. “At Ease” means the member is facing forward, back straight, hands clasped behind the back, with the feet slightly separated. The “Attention” position is standing upright, back straight, facing forward with arms parallel to the trouser seam with fingers curled slightly as if holding a roll of coins. The feet are together, parallel, and facing forward.

- Marching in Formation – Marching in formation always begins with the left foot. After the command, “Forward, March,” begin with the left foot. When there is music or a drumbeat, the left foot strikes the ground on the principal (loudest) beat. The command “Detail/Company/Formation, Halt” should be given so the word “Halt” comes as the left foot strikes the ground. Marchers take one more step with the right foot and bring the left foot down next to it on the next beat, completing a crisp stop.

DENVER FIRE DEPARTMENT

DIRECTIVE

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- Turning in Formation – The command “Detail, Right, Face” should be given with a pause between the words “Right” and “Face.” On the word “Right,” the member pivots right with the weight on the right heel and left toe. On the word “Face,” the member completes the turn by bringing the left foot parallel to the right foot. “Left, Face” is just the opposite.

III. SALUTING

Saluting is usually done “under cover” (with the service cap on) and only from the “Attention position whether indoors or outdoors. A formation “At Ease” will be brought to attention before the command to salute is given. The command “Hand, Salute” will be given with a pause. The word “Hand” is the preparation. On the word “Salute,” the right hand is brought to the brim of the cap crisply, with the fingertips just touching the brim with the hand and fingers straight. The hand and fingers should be at about a 45-degree angle to the face. The command, “Order, Arms,” is also given with a pause. On the word “Arms,” the right hand and arm return smartly to the “Attention” position.

In a funeral or memorial ceremony, the salute begins at the same speed (to the hat brim); but on the return, the arm and hand return to the “Attention” position at ¼ speed.

There are times when colors are posted **indoors** and the order “Hand, Salute” is given. A salute may be given indoors, without cover, as long as the individual or formation is in uniform and at attention. In situations where a salute will be given by all uniformed personnel indoors, the formation will be called to attention, with the command “Hand...Salute” to follow; given by either the formation leader or the Honor Guard leader. The decision as to whether hats will be worn indoors or not will be decided before the ceremony. If hats are not to be worn for an indoor salute, they will be either carried between the left arm and the body with the brim facing forward next to the body or left on/under chairs while the formation is at “Attention.”

NOTE: The Department baseball cap is not part of the Class A uniform and when wearing that or other headwear a “salute” is properly made by removing the headwear and placing the right hand over the heart. It is also considered proper to stand respectfully with the arms at one’s side.

IV. UNIFORMED ATTENDANCE – FUNERAL SERVICES

Information on the wearing of Class A uniform, staging/arrival time, seating arrangements, and whether uniformed personnel will serve in some capacity during the funeral/memorial service will be disseminated prior to the ceremony by normal Department communication channels.

DENVER FIRE DEPARTMENT

DIRECTIVE

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Replaces:	205.02, dated 07-23-04
Reference:	1093.00b United States Flag Code

Uniformed personnel involved in the ceremony will receive all their instructions through the Funeral IC or designee.

The Funeral IC will designate a member to oversee the formation of uniformed members.

Drill movements may include the following:

- A. **FALL IN** – “FALL IN” is used to assemble a formation. Upon the command “FALL IN,” uniformed personnel assemble at a previously designated location, falling in to the left of the personnel already assembled or to the left of the members designated as base members. Assume the position of “Attention” upon falling in.
- B. **POSITION OF ATTENTION** - Assume the Position of “Attention” on the command “FALL IN” or the command “Uniformed Personnel, ATTENTION.” To assume this position, bring the heels together sharply on-line, with the toes pointing out equally, forming a 45-degree angle. Rest the weight of the body evenly on the heels and balls of both feet. Keep the legs straight without locking the knees. Hold the body erect with the hips level, chest lifted and arched, and the shoulders square. Keep the head erect and face straight to the front with the chin drawn in so that alignment of the head and neck is vertical. Let the arms hang straight without stiffness. Curl the fingers so that the tips of the thumbs are alongside and touching the first joint of the forefingers. Keep the thumbs straight along the seams of the trouser leg with the first joint of the fingers touching the trousers. Remain silent and do not move unless otherwise directed.
- C. **PARADE REST** – “Parade Rest” is commanded only from the position of “Attention.” The command for this movement is “Parade, REST.” On the command of execution, “REST,” move the left foot about 10 inches to the left of the right foot. Keep the legs straight without locking the knees, resting the weight of the body equally on the heels and balls of the feet. Simultaneously place the hands at the small of the back and centered on the belt. Keep the fingers of both hands extended and joined, interlocking the thumbs so that the palm of the right hand is outward. Keep the head and eyes as in the position of “Attention.” Remain silent and do not move unless otherwise directed.
- D. **AT EASE** - The command for this movement is “AT EASE.” On the command “AT EASE,” the firefighter may move; however, they must remain standing and silent with the right foot in place.

**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

**Topic: Uniformed Formation for Ceremonies,  
Funerals, and Other Events**

<b>Topic No:</b>	<b>1097.00</b>
<b>Date:</b>	<b>03-18-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>03-18-2024</b>
<b>Replaces:</b>	<b>205.02, dated 07-23-04</b>
<b>Reference:</b>	<b>1093.00b United States Flag Code</b>

**V. FLAG PROTOCOL**

Department members will adhere to United States Flag protocol and procedure, in accordance with 1093.00b United States Code.

**FLYING OF THE UNITED STATES FLAG AT HALF STAFF:** U.S. Flags will be flown at half-staff upon notification from the Mayor’s Office in remembrance of the deceased. Notification to lower flags to half-staff will be made through normal Department communication channels.

The flag will be flown at half-staff for the period described below (if not described, the period of time will be on a case-by-case basis as directed by Chief of Department or designee):

- A.** DFD Line of Duty Death (emergency scene): From time of Department notification of death until conclusion of the funeral service.
- B.** DFD Other than Line of Duty Death: Commencing at 0730 hours on the day of the funeral service, until the conclusion of the service at the discretion of the Chief.
- C.** DFD/DPD/DSD/Denver Paramedic Line of Duty Death: As directed by the Chief of Department or designee.
- D.** All other public safety and law enforcement not specifically mentioned will be as directed by the Chief or designee.

**VI. WEARING OF BADGE SHROUDS**

The wearing of badge shrouds is customary, but is not mandatory, except when attending a Firefighter funeral/memorial service. Notification of the wearing of badge shrouds will be made through normal Department communication channels. Shrouds are to be horizontal in the center of the badge.

Shrouds will be worn for the period described below (if not described, the period of time will be on a case-by-case basis as directed by Chief of Department):

- A.** DFD/DPD/DSD/Denver Paramedic Line of Duty Death: From time of Department notification of death until conclusion of the funeral service.
- B.** DFD/DPD/DSD/Denver Paramedic Line of Duty Death Due to Line of Duty Illness and Retired Line of Duty Illness: Commencing at 0730 hours on the day of the funeral service, until the conclusion of the service.
- C.** CO State Firefighter Line of Duty Death (emergency scene): Commencing at 0730 hours on the day of the funeral service, until the conclusion of the service.

**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

**Topic: Uniformed Formation for Ceremonies,  
Funerals, and Other Events**

<b>Topic No:</b>	<b>1097.00</b>
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<b>Replaces:</b>	<b>205.02, dated 07-23-04</b>
<b>Reference:</b>	<b>1093.00b United States Flag Code</b>

- D.** All other public safety and law enforcement not specifically mentioned will be as directed by the Chief.

REFERENCE: Seattle Fire Department Operating Guideline 3010, Rev. 3/26/15  
CPFF LODD Guidebook



**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

<b>Topic No:</b>	<b>1098.00</b>
<b>Date:</b>	<b>10-18-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>10-18-2025</b>
<b>Replaces:</b>	<b>New</b>

**Topic: EMT Requirement**

**PURPOSE:** To define Emergency Medical Technician (EMT) requirements for the Denver Fire Department (DFD).

**SCOPE:** Applies to all Denver Fire Department Personnel.

**I. EMT CERTIFICATION**

- A. Per the City and County of Denver Civil Service Commission, all members are required to obtain and maintain a State of Colorado EMT-Basic certification. Renewal training and testing is mandatory to ensure compliance.
- B. **Members hired on/after March 7, 2022, are required to attain, and maintain a State of Colorado IV/IO certification.** Members that already possess a valid IV certification shall submit a copy of their certificate and shall attend a refresher course to be considered certified. All other members will be offered the full course through EMS education.
- C. It is the individual responsibility of every member to ensure that their certification is up to date. The Department assigns bi-annual EMT certification checks to assist every member in maintaining their State of Colorado EMT certification.
- D. To check accuracy of certification expiration, use the following steps
  - 1. Check your credential on the State of Colorado Website: <https://colorado.emsbridge.com/licensure/public/colorado/portal#/lookup>
- E. Through their chain of command, DFD members are responsible for notifying the Operations Division EMS Chief and EMS education staff in a timely manner, before their certification expires, and their needs for continuing medical education toward their EMT certification and recertification process.
- F. Members must also possess a valid and current CPR card to maintain an EMT certification.

**II. CERTIFICATION LAPSE**

- A. Once a member's EMT certification expires, the member is not allowed to perform any services, or any authorized acts permitted by the rules pertaining to EMS practice and medical director oversight until the member's EMT certification is reinstated.
- B. If a member's EMT certification lapses, one opportunity will be granted to complete the recertification process.

**DENVER FIRE DEPARTMENT**

**DIRECTIVE**

<b>Topic No:</b>	<b>1098.00</b>
<b>Date:</b>	<b>10-18-2022</b>
<b>Approved:</b>	<b>KV</b>
<b>Review Date:</b>	<b>10-18-2025</b>
<b>Replaces:</b>	<b>New</b>

**Topic: EMT Requirement**

1. As maintaining an EMT certification is a mandatory condition of employment, any member who fails to maintain the certification shall be subject to disqualification under Civil Service Rule 12.
- C. EMTs whose certification lapse is within 6 months of their expiration date are eligible to apply for renewal EMS certification using the state renewal method. The state renewal method requires EMTs to:
  1. Obtain the required amount of continuing education (CE) for their practice level.
  2. Demonstrate skills competency which will be verified by the education program.
  3. Apply for renewal certification through the state application tracking hub specifying a Colorado recognized EMS education program to verify CE and skills competency.
- D. EMS providers whose certification has lapsed more than 6 months are considered reinstatement applicants.
  1. Reinstatement applicants must complete the entire Colorado initial certification/license application process.

**III. FAILURE TO COMPLY**

- A. The disposition of a member, relative to any discipline, reassignment, separation, or disqualification for failure to comply with the stipulations discussed above, shall be in accordance with the Denver Fire Department discipline matrix, the Rules of the Denver Civil Service Commission and the Colorado Department of Public Health and Environment, Health Facilities and Emergency Medical Services Division.

DENVER FIRE DEPARTMENT

DIRECTIVE

Topic No:	1099.00
Date:	12-01-22
Approved:	KV
Review Date:	12-01-25
Replaces:	New

Topic: Knox Box Keys

**PURPOSE:** To maintain the security and accountability of Knox Box Keys

**SCOPE:** Applies to all Members

**Considerations for Operations Members**

Chiefs and Company Officers shall ensure the security and accountability of all Knox Box keys assigned to them at all times while on duty.

Knox Box keys are not to be left unattended in the apparatus or Chief's car unless it is securely parked inside of a firehouse. Company Officers and Assistant Chiefs will have Knox Box keys in their possession any time they are out of the firehouse.

**Broken Keys**

Officers shall submit a letter, through their chain of command, to include the Division Chief of Fire Prevention, to the Chief of Department documenting the specifics of broken keys. Broken keys shall be returned to Fire Prevention.

**Lost or Stolen Keys**

In addition to submitting a letter, through your chain of command, to include the Division Chief of Fire Prevention, to the Chief of Department documenting the specifics of the lost or stolen keys, members will refer to Department Directive 1077.00 which states:

Any time a theft, presumed theft, or vandalism of Fire Department property occurs, it shall be the duty of the officer in charge of said property to notify:

1. The Denver Police Department
2. The District Chief
3. The Fire Prevention Bureau

It is imperative that the theft or vandalism be reported as soon as possible.

**Issuance and tracking of keys are managed by the Fire Prevention Division.**

# Section C

Denver Fire Department  
Standard Operating Guidelines

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: RANK  
Topic: Rank Structure

Topic No:	2101.01
Date:	10-19-18
Approved:	CDIII
Review Date:	10-19-20
Replaces:	Same, dated 11-25-16

**PURPOSE:** To define each rank's duties, responsibilities, and chain of command in Operations.

**SCOPE:** Applies to all DFD Operations members.

All ranks shall meet the criteria defined within their applicable job description. All ranks shall be familiar with and abide by the following:

1. Meeting all criteria defined in the Assistant Chief's job description on file at the Civil Service Commission.
2. All Department Directives/Standard Operating Guidelines.
3. All established Department safety standards and policies.
4. All guidelines and standards pertaining to their assignment.
5. Maintain the physical ability to perform the functions related to their assignment.
6. All members except for Assistant Chiefs shall be properly attired, prepared, and on duty at 0730 hours. Assistant Chiefs shall be properly attired, prepared, and on duty at 0645 hours.

**A. DIVISION CHIEF OF OPERATIONS**

Next in rank below Deputy Chief, Division Chiefs are appointed by the Chief of the Department.

Directs the management of all Suppression activities, Technical Rescue disciplines, Hazardous Materials response and mitigation, cost recovery, research and development of equipment, Wild fire program, Office of Emergency Management for Fire, Special Events, EMS, and QA/QI program.

**B. SHIFT COMMANDER**

Next in rank below Division Chief of Operations, Shift Commanders are appointed and are delegated authority by the Chief of Department. Shift Commanders manage the Operations Division on their shift and function as the Incident Safety Officer at incidents. Shift Commanders are responsible for knowing the Operations Division Chief's administrative duties and being able to perform in that position whenever the Operations Division Chief is unavailable.

Shift Commanders are to keep current of the technical and practical applications of firefighting techniques and all phases of fire Suppression. Shift Commanders operate in all areas of wellness and safety to include writing after action and near miss reports on significant responses.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: RANK  
Topic: Rank Structure

Topic No:	2101.01
Date:	10-19-18
Approved:	CDIII
Review Date:	10-19-20
Replaces:	Same, dated 11-25-16

Shift Commanders are responsible for administering the daily staffing conference, temporarily re-assigning personnel to balance staffing city wide, hiring overtime for Operations, and documenting these activities in TeleStaff.

Shift Commanders will act in the capacity of the Fire Prevention Duty Chief for the Operations Division while on duty.

Shift Commanders shall be assigned one of the following four duties by the Operations Division Chief: Administration Chief, Training Chief, Fire Prevention Chief, and Special Projects Chief.

**Administrative Shift Commander**, in cooperation with other assigned Shift Commanders, is responsible for:

1. Assisting the Division Chief of Operations with the formulation and posting of division policies and administrative procedures.
2. Assist the Operations Division Chief with the approval, denial, and administering transfers and staffing according to the Transfer Policy
3. The effective distribution and placement of personnel throughout the city, in accordance with established Department policies
4. Assisting the Operations Division and the Administration Division in the review, revision, and implementation of protocols and procedures necessary to ensure fair and effective personnel practices
5. Monitoring the condition of Department facilities within Operations and assisting Assistant Chiefs in securing necessary maintenance and repair of firehouses, equipment, and apparatus
6. Monitoring community relations programs in the city. This includes using Salesforce to gather information on community outreach events.
7. Monitoring safety concerns to ensure all concerns are being addressed by the proper Division.

**Safety and Training Shift Commander** is responsible for:

1. Ensuring that all members comply with the yearly training program as determined by the Division Chiefs of Operations and Safety and Training.
2. Ensuring that all training operations are carried out in a safe manner, adhering to written and prescribed procedures.
3. Ensuring that all companies in the city can demonstrate proficiency in posted company standards. Assisting in the review, revision, and implementation of protocols and procedures necessary to ensure safe fire ground operations.
4. Supervising and administering district programs as developed in coordination with the Safety and Training Division and the District Training Chiefs.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: RANK  
Topic: Rank Structure

Topic No:	2101.01
Date:	10-19-18
Approved:	CDIII
Review Date:	10-19-20
Replaces:	Same, dated 11-25-16

5. Ensuring that training is carried out within time parameters identified.
6. Acting as a communication link between the Safety and Training Division and the District Training Chiefs.
7. Reviewing company records on a regular basis to verify daily training.
8. Ensuring that all Operations members have completed the Performance Evolutions on an annual basis.
9. Making sure that all members are trained and/or educated on issues relating to “Safety Concerns.”

**Fire Prevention Shift Commander** is responsible for:

1. Acting as a communication link between the Fire Prevention Division and the District Fire Prevention Chiefs.
2. Developing and maintaining a program to identify and pre-plan critical occupancies and target hazards within the City. Supervising the Department fire inspection programs and general inspection practices.
3. Monitoring the City-wide inspection program ensuring timeliness and completeness of assigned inspections.
4. Review and assist with resolution of referrals prior to forwarding them to the Fire Prevention Division (this does not preclude referral of immediate life-threatening violations directly to the Fire Prevention Division by other assigned District Chiefs.)
5. Assessing overcrowding in public assembly occupancies and other Fire Code violations in public assembly occupancies in conjunction with District Chiefs.
6. Fielding questions regarding the inspection program from citizens and members of the Department.
7. Monitoring Inspection Violations on the DFD Web and making sure that the District Chiefs are reviewing and following up with violations.
8. Following up with the Fire Prevention Division on Safety Concerns on the DFD Web relating to fire prevention issues.

**Special Projects Shift Commander** is responsible for:

1. Design and implementation of new technology or programs.
2. Review and revision of Division Standard Operating Guidelines
3. Liaison to the Department of Risk Management
4. Management of projects as directed by the Operations Division Chief
5. Assisting with community outreach and Salesforce software.
6. Monitoring the “Safety Concerns” and assisting with resolving concerns brought up by the members.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: RANK  
Topic: Rank Structure

Topic No:	2101.01
Date:	10-19-18
Approved:	CDIII
Review Date:	10-19-20
Replaces:	Same, dated 11-25-16

**C. ASSISTANT CHIEF OF OPERATIONS-SUPPRESSION**

Next rank below that of Shift Commander. When assigned to suppression, Assistant Chiefs direct rescue and firefighting activities at the command level and manage their Fire District on their shift. Assistant Chiefs are to keep current of the technical and practical applications of firefighting techniques in all phases of fire suppression. Assistant Chiefs shall be assigned one of the following three duties by the Operations Division Chief: District Administrator, Training Chief, or Fire Prevention Chief. They are responsible for moving personnel as needed within their district to balance staffing or meet district needs by utilizing TeleStaff. They are responsible for receiving notice of leave, ensuring that proper approvals have been made and that the Shift Commander has been notified. When assigned to support functions, they act as senior managers within their Division.

**All Assistant Chiefs of Operations** are responsible for:

1. Assisting in the review, revision, and implementation of protocols and procedures necessary to ensure safe, effective technical operations
2. Maintaining the physical ability to perform the functions related to their assignment.
3. Reviewing and assisting the Shift Commander with resolution of referrals prior to forwarding them to the Fire Prevention Division (this does not preclude referral of immediate life-threatening violations directly to the Fire Prevention Division when necessary).
4. Assessing overcrowding in public assembly occupancies and other Fire Code violations in public assembly occupancies in coordination with the Shift Commander.
5. Monitoring and assisting with community relations programs in their district.

**District Administrators**, in cooperation with other assigned Chiefs, are responsible for:

1. Formulating and posting district policies and administrative procedures after they have been approved by the Administrative Shift Commander and the Division Chief of Operations.
2. Assisting the Administrative Shift Commander in making suggestions on the approval, denial, and administering district transfers and staffing according to the Transfer Policy.
3. The effective distribution and placement of personnel throughout the district, in accordance with established Department policies.
4. Approving and/or disapproving all physical fitness activities in their district.
5. Assisting the Administrative Shift Commander in the review, revision, and implementation of protocols and procedures necessary to ensure fair and effective personnel practices.
6. Monitoring the condition of Department facilities within their district and assisting Captains in securing necessary maintenance and repair.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: RANK  
Topic: Rank Structure

Topic No:	2101.01
Date:	10-19-18
Approved:	CDIII
Review Date:	10-19-20
Replaces:	Same, dated 11-25-16

7. Approving all house policies, as adopted by the House Captain, and that they are consistent with the all Department and Division Directives and Guidelines.

**District Safety and Training Chiefs** are responsible for:

1. Ensuring that all members comply with the yearly training program as determined by the Division Chiefs of Operations and Safety and Training and as directed by the Safety and Training Shift Commander.
2. Ensuring that all training operations are carried out in a safe manner, adhering to written and prescribed procedures.
3. Ensuring that District level training is conducted as directed by the Division Chief of Operations.
4. Ensuring that all companies in their district are proficient in the posted company standards.
5. Assisting in the review, revision, and implementation of protocols and procedures necessary to ensure safe fire ground operations.
6. Supervising and administering district training programs as developed in coordination with the Safety and Training Shift Commander.
7. Assuring that training is carried out within time parameters identified
8. Designating and supervising the district training program.
9. Acting as a communication link between the Safety and Training Shift Commander and the members of the district.
10. Reviewing company records on a regular basis to verify daily training.

**District Fire Prevention Chiefs** are responsible for:

1. Acting as a communication link between the Fire Prevention Shift Commander and the members of the district.
2. Developing and maintaining a program to identify and pre-plan critical occupancies and target hazards within the district and informing the Fire Prevention Shift Commander as appropriate.
3. Supervising the district fire inspection program and general inspection practices.
4. Monitoring for proper completion of all inspections.
5. Reviewing and assisting with resolution of referrals prior to forwarding them through the Fire Prevention Shift Commander to the Fire Prevention Division (this does not preclude referral of immediate life-threatening violations directly to the Fire Prevention Division when necessary, the District Fire Prevention Shift Commander should still be informed.)
6. Fielding questions regarding the inspection program from citizens and members of the District.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: RANK  
Topic: Rank Structure

Topic No:	2101.01
Date:	10-19-18
Approved:	CDIII
Review Date:	10-19-20
Replaces:	Same, dated 11-25-16

**D. ASSISTANT CHIEF OF OPERATIONS-ADMINISTRATION**

Reports directly to the Division Chief of Operations. Responsibilities include:

1. Assisting in the review, revision, and implementation of protocols and procedures necessary to ensure safe, effective technical operations.
2. Maintaining the physical ability to perform the functions related to their assignment.
3. Carrying out all duties within the scope of the Operations Division
4. Knowing the technical and practical applications of the latest firefighting techniques and keeping current in all phases of fire suppression.
5. Acting as aide to the Incident Commander or Operations Section Chief when on scene at incidents.
6. Staffing the position of Fire/Rescue Branch Supervisor in the City and County of Denver's Emergency Operation's Center (EOC) as the backup on the EOC Blue Shift. If Operations Assistant Chief is unavailable, this position should be staffed by the Operations/EMS Captain.
7. Acting as the backup to the Department liaison and representative to the Office of Emergency Management.
8. Assigning/scheduling Operations companies to various Department training events.
9. Scheduling outside agencies to present pertinent information to Operations members as needed.
10. Working with other City agencies and outside organizations to meet the needs of the Department and the goals of the Operations Division.
11. Serve on committees and attend meetings as requested by the Division Chief of Operations which may include the Metro Fire Chief's Response Group and the South Area Operations Group.
12. Managing the Public Safety Cadet(s) assigned to Operations.
13. Receiving and addressing all complaints related to Operational concerns. These complaints will be logged in to a Department approved complaint tracking system. District Chiefs may be asked to assist with investigation and discipline throughout the complaint process.
14. Tracking Telestaff documentation of overtime and other related issues.
15. Monitoring and assigning community relations events in the city including using Salesforce to gather information on community outreach events.
16. Adding community outreach events to the Operations Calendar
17. Directly oversees the Captain of Operations/EMS.
18. Serves as backup to the Infection Control Officer.

**E. ASSISTANT CHIEF OF OPERATIONS-SPECIAL OPERATIONS**

Reports directly to the Division Chief of Operations. Responsibilities include:

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: RANK  
Topic: Rank Structure

Topic No:	2101.01
Date:	10-19-18
Approved:	CDIII
Review Date:	10-19-20
Replaces:	Same, dated 11-25-16

1. Responding to all Special Operations Incidents in the City and County of Denver as well as mutual aid incidents region wide. At these incidents, functioning as an integral part of the technical rescue teams and/or assisting the incident commander. Special Operations incidents include, but are not limited to: water rescue, swift water rescue, high angle rescue, confined space rescue, building collapse, trench rescue, hazardous materials incidents, mass decon incidents, mass casualty incidents, machinery extrication, and wildland incidents.
2. Maintaining knowledge and proficiency in all areas of technical rescue.
3. Ensuring that all new members, with the cooperation of the specific technical discipline Captain, are aware of and agree with the stipulation agreements.
4. Coordinating daily with the officers on Specialty Companies and their respective District Chiefs and Shift Commander to ensure that technician staffing levels are maintained at a sufficient level to safely respond on all technical rescue responses each day.
5. Planning, developing, and implementing training for all the personnel assigned to specialty apparatus. Working with the Captains of the specialty companies to ensure that the training needs of their companies are being met.
6. Assisting the Captains of the specialty apparatus with the needs of their companies. This includes but is not limited to: equipment procurement and implementation of new procedures.
7. Ordering all equipment along with cost tracking for the Special Operation companies.
8. Assisting the Operations Division with the annual review of Standard Operating Guidelines relating to technical rescue responses. Assisting with updating existing SOGs as needed and coordinating the implementation of the new SOGs that pertain to technical rescues.
9. Working with other agencies within the City and County of Denver (Office of Emergency Management, Denver Health and Hospitals, Denver Police Department, etc.) to ensure that the City and County of Denver is prepared for multi-agency technical rescue incidents.
10. Working with other technical rescue teams in the region and multi-regional agencies to ensure that the Denver Fire Department Technical Rescue Teams can work seamlessly throughout the metro region.
11. Overseeing research and development of tools and equipment as it relates to technical rescue. This includes working with vendors, manufacturers, and DFD personnel to test and evaluate existing and new tools and equipment. Also, working with the Purchasing Department of the City and County of Denver to implement, ensure compliance with, and renew tool and equipment bids.
12. At hazardous materials incidents, functioning as the code enforcement and cost recovery specialist. Responsible for working with the Fire Prevention Division after these incidents to ensure code compliance.
13. Responsibilities and determining the opportunities for cost assessment, and billing for cost recovery. Training Operations personnel in cost recovery identification and

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: RANK  
Topic: Rank Structure

Topic No:	2101.01
Date:	10-19-18
Approved:	CDIII
Review Date:	10-19-20
Replaces:	Same, dated 11-25-16

documentation. All hours response or phone inquiries from the Operations Division assisting in the cost recovery determination, documentation at active incidents.

14. Responsible for the management and direction of the Department's Wildland program including the direct oversight of the Department's wildland coordinator.
15. Directly oversees the Special Operations/Events/OEM Captain.

**F. CAPTAIN OF OPERATIONS-SUPPRESSION**

When assigned to suppression, Captains direct the activities of their company on their shift, may act as Assistant Chief in the absence of the assigned Chief, manage or share management of their assigned station, and perform the duties of emergency scene command as appropriate.

House Captains shall maintain the Division's library, including but not limited to the following:

1. Department Directives.
2. Department Standard Operating Guidelines.
3. Denver Metro EMT – Basic Protocols.
4. Probationary Field Training Handbook.
5. National Incident Management System (NIMS).
6. Denver Fire Department Inspection Manual.
7. Denver Fire Department Investigation Manual.
8. Denver Fire Department Driving Manual.
9. IFSTA Manuals.
10. Any materials assigned by the Chief of Department or his/her designee.

Post the following information:

1. House Rules.
2. Current Executive Orders.
3. Civil Service information.
4. Union information.
5. Firefighter Protective Association information.
6. Cleaning and maintenance schedules.
7. Training information.
8. Information on special hazards.
9. Peer Support information.
10. Current Sexual Harassment Policies.
11. Current Discrimination Policies.
12. Employee Rights Under the Fair Labor Standards Act.
13. Any information as assigned by the Department Chief or his/her designee.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: RANK  
Topic: Rank Structure

Topic No:	2101.01
Date:	10-19-18
Approved:	CDIII
Review Date:	10-19-20
Replaces:	Same, dated 11-25-16

14. Be notified of all activities to take place under their command and may cancel such activities if they are not in the best interest of the Fire Department.
15. Inspect their workplace regularly for cleanliness, needed repairs, and safety, and report needed items to the applicable subdivision to be fixed through the chain of command.
16. Be informed of all activities, modifications, repairs, and additions to their workplace, and shall maintain this information in a log so that all members may be kept informed.
17. Maintain the house fund, either personally or through their designated representative. Captains will ultimately make final budgetary decisions where discrepancies occur in fund allocations.
18. Train regularly to ensure that all members under their command are familiar with all maintenance schedules and procedures.
19. Maintain control over all keys to their assigned buildings to ensure workplace security.
20. Be responsible for monitoring their assigned budget and ordering the monthly supplies.
21. Perform all other duties assigned by supervisors.
22. Maintain and keep secure all personnel records, files, and other confidential information.
23. Ascertain that all members are aware that no confidential information, including addresses, phone numbers, Social Security numbers, etc. are to be released to non-Department personnel.
24. Have full charge of their junior officers and members.

Company Captains shall:

1. Determine company policy which is consistent with Department Directives / Guidelines.
2. Be trained to proficiently perform the duties and responsibilities of a District Chief, and act in that capacity when temporarily assigned.
3. Directly supervise and control the operation of a single piece of fire apparatus on his/her assigned platoon and be responsible for the operations of their company on other platoons relating to training, inspections, maintenance, etc.
4. Prepare disciplinary paperwork as necessary and present to their District Chief any incompetence, neglect of duty, disobedience, or violation of Department Directives or Guidelines by any member of their company.
  - Preserve order and discipline.
  - Be responsible for enforcing procedures, policies, and directives from supervising officers.
  - Be responsible for processing and handling grievances as set forth in Department Directives and collective bargaining agreements.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: RANK  
**Topic:** Rank Structure

<b>Topic No:</b>	<b>2101.01</b>
<b>Date:</b>	<b>10-19-18</b>
<b>Approved:</b>	<b>CDIII</b>
<b>Review Date:</b>	<b>10-19-20</b>
<b>Replaces:</b>	<b>Same, dated 11-25-16</b>

5. Call the roll and inspect all members of their shift promptly at 0730 hours daily. Suppression duty shift shall be from 0730 one calendar date to 0730 the following calendar date.
6. Temporarily transfer company members as directed by their District Chief according to Department Directives.
7. Require safe operation of their apparatus at all times.
8. Take command at fires or other emergencies as outlined in the Incident Management System.
9. Determine the cause of the fire whenever possible. In the event they are unable to determine the cause, or if fire is of suspicious origin, notify the Fire Investigator and take the following steps:
  - Stop overhaul operations, except those necessary to assure the fire is extinguished.
  - Secure the premises from entry by all unauthorized persons, including on scene Firefighters.
  - Avoid touching or disturbing any objects to prevent destruction or alteration of potential evidence.
10. Be responsible for the proper placement and use of all personnel, equipment, and apparatus assigned to them at incidents.
11. In the event of an emergency at the shift change, the Captain of the oncoming platoon shall call the roll and consult the Dispatcher to see if members should go to the emergency scene or remain in quarters. If needed at the emergency, respond and report to the Incident Commander.
12. Upon returning to quarters from fires or other emergency responses:
  - Fill out incident reports as required by the Department within 72 hours of said incident. All incident reports are required to be opened and saved in the ESO software prior to the end of each shift.
  - Report the loss or destruction of any Department equipment entrusted to their care to their Division Chief through the chain of command, stating details and actions to prevent further loss.
  - See that the apparatus and all equipment are ready for future responses.
13. Immediately report to the Fire Dispatcher/Incident Commander any difficulties encountered with fire hydrants.
14. Keep their District Chief informed of all changes that affect the operation of their company.
15. When assigned to a company that performs specialized operations such as HazMat, Decon, and/or other technical rescue operations, they shall be required to develop and maintain the requisite skills, knowledge, and certifications necessary to qualify as a professional rescue technician as outlined in NFPA Standards 472, 1006, and 1670, EPA Guideline 1910.120, and other applicable standards. They shall also be required

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: RANK  
**Topic:** Rank Structure

<b>Topic No:</b>	<b>2101.01</b>
<b>Date:</b>	<b>10-19-18</b>
<b>Approved:</b>	<i>CDIII</i>
<b>Review Date:</b>	<b>10-19-20</b>
<b>Replaces:</b>	<b>Same, dated 11-25-16</b>

to proficiently direct and perform as a part of a team involved in hazardous material operations or technical rescue operations.

16. Be responsible for company training and the proficient operation of their company.
  - Develop a program of drills and/or classes to be held on a regular basis to maintain proficiency.
  - Ensure completion of assigned training outlined by the Operations Division, Safety and Training Division, Safety and Training Shift Commander, and the District Training Chief.
  - Document all training in the Target Solutions computer program.
17. Be responsible for evaluating all probationary members assigned to them.
  - Determine whether the member's performance meets Department standards.
  - Forward recommendations to their District Chief.
  - Ensure that evaluations are forwarded to the Training Division as required.
18. Under the supervision of their District Fire Prevention Chief, be responsible for coordinating the company fire inspection program.
  - Distribute the assigned inspections equitably among all platoons.
  - Be responsible for all members of their company being trained in inspection procedures as outlined in Department Directives.
19. Be responsible for the accuracy of company records and the submission and distribution of all required documentation.
20. Sign for articles delivered to the station.
21. Be just and dignified in all matters.
  - Greet all visitors to their station in a courteous and dignified manner, determining visitor business and enforcing the visitor rules.
  - Do not permit social gatherings in quarters unless authorized.
  - Prohibit unauthorized persons and unaccompanied children from visiting buildings and premises.
  - Set a good example.
22. Assign duties in an equitable manner to balance the workload among platoons
  - Schedule all daily, weekly, and monthly maintenance of their apparatus and equipment. These schedules should be posted for the use of the company members.
  - Ensure that quarters, grounds, apparatus, and equipment are kept clean and serviceable at all times.
  - Maintain an apparatus repair and maintenance log showing required repairs, repairs made, the Mechanics and/or Linemen who responded, and the date and time repairs were reported and completed.
  - Maintain a current inventory of all equipment assigned to them.
23. Be responsible for the fair and equitable distribution of hold over overtime and acting for their company.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: RANK  
Topic: Rank Structure

Topic No:	2101.01
Date:	10-19-18
Approved:	CDIII
Review Date:	10-19-20
Replaces:	Same, dated 11-25-16

- Designate members qualified to act as officers and Engineers and maintain a current list of qualified members.
- Maintain a current acting roster showing dates and times worked by company members.

**G. CAPTAIN OF OPERATIONS-EMS**

Next rank below that of Assistant Chief. Reports directly to the Assistant Chief of Operations-Administration.

**Operations Responsibilities:**

1. Functions as the Department's Infection Control Officer.
2. Assist the Operations Assistant Chief with maintaining the Activity Calendar with timely and accurate entries and resolving any conflicts on it.
3. Assist the Operations Assistant Chief with coordination and scheduling of In-Service Training.
4. Stay prepared and informed about and participate in the Daily Staffing Conference.
5. In the absence of the Operations Assistant Chief, communicate with the Shift Commander running the conference to update them on the activities of the day.
6. Participate in the development, implementation, and review of Operations Division Standard Operating Guidelines.
7. Review and update tool and equipment bids as assigned to increase standardization and ensure that the best tools and equipment are available for use by the members. Work closely with the Special Operations Captain and the City and County of Denver Purchasing Division to accomplish this.
8. Research and test tools and equipment as requested to achieve item 7 above. Conduct and document field testing.
9. Represent the Operations Division in meetings and preparedness exercises with other City departments and/or agencies and Federal agencies when requested.
10. Respond to significant incidents within the City when requested to provide assistance to the Incident Commander as needed.
11. Provide scheduling and documentation preparation for civilian and Public Safety Cadet Ride-A-Longs.
12. Provide for exposure documentation for members exposed to carcinogens and other non-infectious or non-communicable disease contaminants (i.e. asbestos).



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: RANK  
Topic: Rank Structure

Topic No:	2101.01
Date:	10-19-18
Approved:	CDIII
Review Date:	10-19-20
Replaces:	Same, dated 11-25-16

13. Responsible for assisting the Special Operations Assistant Chief with the management and direction of the Department's Wildland program including the direct oversight of the Department's wildland coordinator.
14. Staffing the position of Fire/Rescue Branch Supervisor in the City and County of Denver's Emergency Operations Center (EOC) as an alternate when the Red or Blue Shift Supervisors are not available.

**EMS Responsibilities:**

1. Function as the DFD liaison to the DHHA Paramedic Division to coordinate training and certification.
2. Operate as the DFD liaison to the DHHA Paramedic Division for conflict resolution and complaint reconciliation.
3. Send a weekly DFD roster update to the EMS Education Lead Instructor.
4. Conduct research and development on EMS and medical equipment. Facilitate the review and evaluation of EMS and medical equipment at the company level. Document the results of field testing. Utilize company recommendations for the procurement of medical and EMS equipment.
5. Periodically review and recommend changes and updates as needed to the Safety and First Aid Supplies bid. Work closely with the City and County of Denver Purchasing Division to procure the best EMS supplies and equipment.
6. Maintain accurate file copies of all members' CPR and EMT certifications. One copy shall be physically maintained in the Operations Division file folder. One copy shall be scanned and maintained in the Operations Division shared computer file folder.
7. Create and distribute an annual FCM regarding the EMS Training and Program Schedule for the year. This memo should go out between December 15 and January 15 of each year.
8. Coordinate CPR recertification for DFD members.
9. Coordinate EMT recertification for DFD members. Maintain a database and tracking system of CME hours for state recertification in cooperation with the DHHA EMS Education Lead Instructor.
10. Coordinate EMS Continuing Medical Education for all Department members using EMS Education personnel from DHHA EMS Education Department.
11. Administer and oversee the DFD AED program.
12. Create a dialogue with the DHHA Medical Director to maintain familiarity with ongoing changes in the medical field.
13. Schedule and participate in fire station visits with the DHHA Medical Director.
14. Handle referrals for "911 abusers" with Adult Protective Services (APS) and follow up with APS case workers for resolution.
15. Supervise the QA/QI Coordinator.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: RANK  
Topic: Rank Structure

Topic No:	2101.01
Date:	10-19-18
Approved:	CDIII
Review Date:	10-19-20
Replaces:	Same, dated 11-25-16

16. Administer and coordinate Hazardous Materials and Dive Physicals for team members with the COSH (Center of Occupational Safety and Health), formerly known as the Employee's Medical Clinic.

**Infection Control Officer Responsibilities:**

1. Serve as the Department "designated officer" as required by the Ryan White Comprehensive Aids Resources Act of 1990.
2. Ensure companies have EMS PPE available at all times.
3. Serve as the DFD Exposure Officer. Evaluate possible member exposures to communicable and infectious diseases.
  - a. Assist members with advice on the need for prophylactic treatment and evaluation of the need for a visit to the COSH.
  - b. Assist members with proper documentation of exposure incidents (i.e. FD207).
4. Coordinate the immunization program with the COSH.
5. Facilitate the yearly Tuberculosis Testing for DFD members:
6. Provide for all other responsibilities covered in the DFD Infection Control Policies and Procedures SOG.

**H. CAPTAIN OF OPERATIONS-SPECIAL OPERATIONS/EVENTS AND OEM LIAISON**

**Special Operations Responsibilities:**

1. Respond to Special Operations incidents within the City when requested or when the Assistant Chief of Special Operations is not able to respond.
2. Maintain knowledge and proficiency in all areas of technical rescue.
3. Assist Special Operations Chief with coordination of daily staffing levels on Special Operations Companies.
4. Assist Special Operations Chief with training for Special Operations Companies.
5. Assist in the development and annual review of Special Operations Standard Operating Guidelines.
6. Assist in the research and development of tools and equipment for Specialized Rescue and Hazardous Materials response.
7. In the absence of the Special Operations Chief, act as the backup code enforcement and cost recovery specialist at Hazardous Materials incidents.
8. Acting as the Department liaison and representative to the Office of Emergency Management.
9. Review and update tool and equipment bids as assigned to increase standardization and ensure that the best tools and equipment are available for

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: RANK  
Topic: Rank Structure

Topic No:	2101.01
Date:	10-19-18
Approved:	CDIII
Review Date:	10-19-20
Replaces:	Same, dated 11-25-16

use by the members. Work closely with the Operations Captain and the City and County of Denver Purchasing Division to accomplish this.

10. Assist with the ordering of all equipment along with cost tracking for the Special Operation companies.
11. Assist with providing scheduling and documentation preparation for civilian and Public Safety Cadet Ride-A-Longs.

**Special Events Responsibilities:**

1. Act as the coordinator for Event Command program.
2. Perform as a liaison to the City Office of Special Events
3. Participate as a member of the Special Event and Planning (SEAP) Committee
4. Participate as member of the Event Workflow group
5. Participate as a member of the Special Event Safety Committee
6. Advise and review Special Event emergency action plans.
7. Coordinate Department mission essential functions for Special Events.
8. Participate in local, state, and federal multi-agency coordination training.

**OEM Responsibilities:**

1. Perform as a liaison to the Denver Office of Emergency Management.
2. Ensure Department mission essential functions and core capabilities are understood and appropriately implemented according to the City and County of Denver Emergency Management Capabilities.
3. Staffing the position of Fire/Rescue Branch Supervisor in the City and County of Denver's Emergency Operations Center (EOC) on the Red Shift.
4. Assist with the development, review, and update of the Critical Infrastructure Program.
5. Participate as a member of the City and County of Denver Emergency Operations Plan Committee.
6. Serve as the Continuity of Operations Plan (COOP) coordinator and update the plan as required.
7. Serve on committees and attend meetings as required to facilitate the National Infrastructure Protection Program (NIPP)

**I. LIEUTENANT OF OPERATIONS**

When assigned to suppression, Lieutenants direct the activities of their company on their shift and perform the duties of emergency scene command as appropriate. When assigned to support functions, Lieutenants serve as line officers who direct and/or complete tasks within the scope of their responsibility.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: RANK  
Topic: Rank Structure

Topic No:	2101.01
Date:	10-19-18
Approved:	CDIII
Review Date:	10-19-20
Replaces:	Same, dated 11-25-16

Lieutenants must meet all the criteria for **the rank of suppression Captain** number “3” through “23” above.

**J. ENGINEER OF OPERATIONS**

Non-supervisory position subordinate to a company officer. Engineers are responsible for the operation and assigned routine maintenance of their apparatus to which they are assigned. Engineers also perform firefighting duties as directed by their company officer. Engineers shall:

1. Be responsible for maintaining their apparatus in good operating condition and readiness at all times
2. Have a valid Colorado driver’s license and a proper Denver Fire Department license
3. When assigned to an engine, be familiar with the streets and fire hydrants within their assigned district, and when responding to an emergency, be responsible for selecting the best route and hydrant unless directed to do otherwise by the company officer
4. When assigned to an aerial or other apparatus, be familiar with the streets in their assigned district, and when responding be responsible for selecting the best routes unless directed to do otherwise by the company officer. Professionally operate and maintain the apparatus, including all ladders, pumps, and other equipment assigned to their company
5. Remain at or near the control panel when the apparatus or equipment is in operation at emergency scenes and during all training sessions
6. Can perform all Firefighter functions as assigned and assist other Firefighters with administering emergency treatment, implementing rescue, information gathering, and other Firefighter duties as their assignment allows
7. Be responsible for conducting in-service training for other company members on apparatus function and the proper use of all equipment assigned to that apparatus
8. Be responsible for performing all inspection duties and assist company members in said duties as directed by the company officer
9. When assigned to a company that performs specialized operations such as HazMat, Decon, and/or other technical rescue operations, they shall be required to develop and maintain the requisite skills, knowledge, and certifications necessary to qualify as a professional rescue technician as outlined in NFPA Standards 472, 1006, and 1670, EPA Guideline 1910.120, and other applicable standards. They shall also be required to proficiently direct and perform as part of a team involved in hazardous material operations or technical rescue operations.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: RANK  
Topic: Rank Structure

Topic No:	2101.01
Date:	10-19-18
Approved:	CDIII
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Replaces:	Same, dated 11-25-16

10. Carefully complete their fifty-six-point checklist and submit the required documentation daily by 1000 hours
11. Inform their company officer or immediate supervisor whenever material, supplies, or repairs are needed
12. Not attempt to make repairs, adjustments, or modifications on apparatus. When repair or adjustments are needed, they shall be responsible for relaying this information to Fleet Maintenance through the company officer.
13. Perform such other lawful duties as prescribed by ranking officers
14. Be responsible for the safe operation of their vehicle at all times
15. Be familiar with and comply with the accident reporting and investigating of the Denver Fire Department, and applicable State laws

**K. TECHNICIAN OF OPERATIONS**

A position in suppression designated by the Chief of Department. Prior to being appointed, Technicians demonstrate that they possess special skills, technical expertise, and/or training beyond that attained by other Firefighters. Technicians shall be appointed and removed at the discretion of the Chief of the Department.

Technicians shall:

1. Serve a minimum training period as designated by the Chief of the Department, in the unit where appointment is contemplated. The Company Captain may request that the training period be altered or waived through the chain of command for members with prior experience. When members have demonstrated the skills, knowledge, and ability to perform the duties, the Company Captain shall submit a Request for Technician Status form to the Deputy Chief of the Department through the chain of command for approval and copy DFD Administration.
2. Can perform all Firefighter functions as assigned and referenced below.
3. When assigned to a company that performs specialized operations such as HazMat, Decon, and/or technical rescue operations, they shall be required to develop and maintain the requisite skills, knowledge, and certifications necessary to qualify as a professional rescue technician as outlined in NFPA Standards 472, 1006, and 1670, EPA Guideline 1910.120, and other applicable standards. They shall also be required to proficiently direct and perform as a part of a team involved in hazardous material operations or technical rescue operations.
4. Perform such other lawful duties as prescribed by senior officers

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: RANK  
Topic: Rank Structure

Topic No:	2101.01
Date:	10-19-18
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**L. FIREFIGHTER OF OPERATIONS**

When assigned to suppression, Firefighters are subordinate to their company officer and perform as team members that mitigate emergency situations as directed. When assigned to support functions, Firefighters perform their duties as directed by the officers to which they are assigned. They shall:

1. Respond to all alarms as an integral part of a team assigned to one of the various types of Department apparatus.
2. Inspect protective gear at the beginning of each shift to ensure serviceability
3. Inspect and maintain their apparatus, tools, and equipment for serviceability at all times
4. Participate in the daily maintenance of the station and grounds in accordance with the posted schedule
5. When assigned to a company that performs specialized operations such as HazMat, Decon, and/or other technical rescue operations, they shall be required to proficiently perform as part of the team under proper supervision.
6. Perform such other lawful duties as prescribed by officers
7. All Firefighters 3<sup>rd</sup> grade and above shall be Department emergency driver certified. All members shall be capable of proficient apparatus operation.

**REFERENCES:** Civil Service Job Descriptions for ranks on the Fire Department  
NFPA Standards 472, 1006, and 1670 for Rescue Technicians  
EPA Guidelines, 1910.120

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: DIVISION RESOURCE MGMT.  
**Topic:** Response Assignment Policy

<b>Topic No:</b>	<b>2102.01</b>
<b>Date:</b>	<b>11-29-18</b>
<b>Approved:</b>	<i>CDIII</i>
<b>Review Date:</b>	<b>11-29-20</b>
<b>Replaces:</b>	<b>Same, dated 05-06-16</b>

**PURPOSE:** To define levels of incident response, provide overall safety, maintain adequate city coverage, and more effectively utilize the firefighter dispatcher's experience and knowledge.

**SCOPE:** Applies to all Operations Division personnel

The core of the assignment of response level policy shall be:

**Private Fire Alarm Systems:** Denver Fire will respond to all Class II alarm systems where a responsible party is not on scene or is unable to deliver the proper alarm code for a reset. DFD will not respond to or continue to respond to alarms generated by Class 2 Systems, where the monitoring agency has contacted or been contacted by a responsible party at the address of alarm and determined that the system malfunctioned. If the monitoring agency is unable to contact a responsible party, the response assignment will default to the response assignment policy.

The response to all alarms generated by Class 1 Systems, where the monitoring agency or a responsible party at the address of alarm has contacted DFD Dispatch to report that the system malfunctioned, will be a Single Resource as outlined in the Response Matrix. If DFD Dispatch does not receive this information from the monitoring agency or a responsible party at the address, the response assignment will default to the response matrix. The Code 9 response will be activated if the current system user P.I.N. is given and positive identification is made by the dispatcher.

**Group Response:** The minimum response assignment for a group response will be in accordance with Response Matrix. Based upon information, DFD Dispatch may upgrade or downgrade the response at any time and the Incident Commander may upgrade or downgrade the response at any time. These increased and/or decreased responses will be in conjunction with relevant information received and not initiated arbitrarily.

**Target Properties:** All District Chiefs will provide a list of target properties and recommended response to these properties.

**RIT Company:** DFD Dispatch shall assign a RIT Company at the time of the initial dispatch to all nature codes indicated in the Response Matrix. The RIT Company is to be utilized solely as a rescue and rapid intervention team for on-scene fire companies for the duration of the incident assigned.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: DIVISION RESOURCE MGMT.  
**Topic:** Response Assignment Policy

<b>Topic No:</b>	<b>2102.01</b>
<b>Date:</b>	<b>11-29-18</b>
<b>Approved:</b>	<i>CDIII</i>
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<b>Replaces:</b>	<b>Same, dated 05-06-16</b>

**Calls for Non-Emergency Service:** The response to all calls for non-emergency service will be 1 fire company, the type to be determined by DFD Dispatch based upon apparatus available and service request, Code 9.

**DFD Dispatch:** DFD firefighter dispatchers will interview the caller to secure comprehensive information regarding each call for service. At any time in the process of dispatching or during the response, DFD Dispatch may upgrade or downgrade the response based upon information received. At any time during the response, the Incident Commander may upgrade or downgrade the response based upon information received or conditions observed.



**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: OPERATIONS: DIVISION RESOURCE MGMT.**

**Topic: Response Matrix**

<b>Topic No:</b>	<b>2102.02</b>
<b>Date:</b>	<b>03-23-2021</b>
<b>Approved:</b>	<b><i>RM</i></b>
<b>Review Date:</b>	<b>03-23-2023</b>
<b>Replaces:</b>	<b>Same, dated 11-17-2021</b>

Incident	Single Resource	Engine	5" Hose	Truck	Tower	Chief	Shift Commander	Rescue	RIT	Hammer	Special Teams
10 to Assist Police	1					1					
9 to Assist Police	1					1					
911 Hang Up											
A Accident Injury	1										
A Accident Unknown Injury	1										
A Automobile	1										
A Automobile - No Injury	1										
A Bicycle Only	1										
A Building - Investigation		1		1		1					
A Building - Collapse		1		1		1	1				Collapse
A Bus or Lt. Rail		1		2		1	1	1			
A Highway	2										
A Motorcycle	1										
A Parties Trapped		1		2		1	1	1			
A Pedestrian	1										
A Rollover		1		1		1		1			
Additional Alarms		1	2	1	1	1					
Aircraft Crash		3		2		2	1	1		1	
Alarm Bells Ringing		1		1		1					

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: OPERATIONS: DIVISION RESOURCE MGMT.**

**Topic: Response Matrix**

<b>Topic No:</b>	<b>2102.02</b>
<b>Date:</b>	<b>03-23-2021</b>
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<b>Review Date:</b>	<b>03-23-2023</b>
<b>Replaces:</b>	<b>Same, dated 11-17-2021</b>

<b>Incident</b>	<b>Single Resource</b>	<b>Engine</b>	<b>5" Hose</b>	<b>Truck</b>	<b>Tower</b>	<b>Chief</b>	<b>Shift Commander</b>	<b>Rescue</b>	<b>RIT</b>	<b>Hamer</b>	<b>Special Teams</b>
Arson Investigation	1										
Automatic Mutual Aid		1				1					
Barricade		1		1		1	1				
Bomb Threat		1		1		1	1				
Burnt Food - Investigation		1		1		1					
Carbon Monoxide Investigation	1 <sub>1</sub>										
Carbon Monoxide Poisoning		1		1		1		1			
Community Engagement	1										
Confined Space Rescue		1		1		1	1				Confined Space
DEN - Alert 2 (in addition to DEN Units)		1		1		1		1			
DEN - Alert 3 (in addition to DEN units)		3		2		2	1	1		1	
DFD Box Alarm		1		1		1					
DFD Box Alarm Investigation	1										
DFD Box Alarm - Hazmat Detector	1 <sub>1</sub>										
E Active Shooter	2					1	1				
E GSW - Multiple Patients	2					1	1				
E Lift Assist	1										
E Medical Alarm	1										
E Unconscious/Fainting - Vehicle	1										

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: OPERATIONS: DIVISION RESOURCE MGMT.**  
**Topic: Response Matrix**

<b>Topic No:</b>	<b>2102.02</b>
<b>Date:</b>	<b>03-23-2021</b>
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<b>Review Date:</b>	<b>03-23-2023</b>
<b>Replaces:</b>	<b>Same, dated 11-17-2021</b>

Incident	Single Resource	Engine	5" Hose	Truck	Tower	Chief	Shift Commander	Rescue	RIT	Hamer	Special Teams
Electrical Short - Investigation		1		1		1					
Elevator Alarm Investigation	1										
Elevator Rescue		1		1		1					
Explosion - Investigation		1									
Explosion (Confirmed)		3		2		2	1	1	1		
F Automobile		1									
F Automobile Fire in a Parking Structure		3		2		2	1	1	1		
F Automobile - Highway		2									
F Bus, Motor home, Semi Truck		1		1		1					
F Fire Investigation		1									
F Fire Investigation Inside		1		1		1					
F Fire Investigation Outside		1									
F Light Rail / Train		3		2		2	1	1	1		
F Reported Out		1		1		1					
F Structure 1-2 Family Dwelling		3		2		2	1	1	1		
F Structure Multi-Family		4		2		2	1	1	1		
F Structure Commercial		4		2		2	1	1	1		
F Structure High Rise		4		2		3	1	1	1		
F Structure Warehouse		4		2		2	1	1	1		

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: OPERATIONS: DIVISION RESOURCE MGMT.**

**Topic: Response Matrix**

<b>Topic No:</b>	<b>2102.02</b>
<b>Date:</b>	<b>03-23-2021</b>
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<b>Review Date:</b>	<b>03-23-2023</b>
<b>Replaces:</b>	<b>Same, dated 11-17-2021</b>

Incident	Single Resource	Engine	5" Hose	Truck	Tower	Chief	Shift Commander	Rescue	RIT	Hamer	Special Teams
F Trash / Weed / Other		1									
Fuel Spill		1									
Hazmat - Investigation	1 <sub>1</sub>									1 Code 9	
Hazmat - Full Response		1		1		1	1				HAZMAT
Hazmat Investigation with White Powder		1				1		1		1	
Helicopter Standby		1									
High Angle Rescue		1		1		1	1				High Angle
Ice Rescue Investigation	1 <sub>2</sub>										
Industrial / Machine		1		1		1	1	1			
Jumper		1		1		1	1				High Angle
Jumper Investigation		1		1		1					
Level 2 RIT Activation Tower 1 with the Collapse Rig, 2nd Rescue Company		1		1		1		1			
Lockout - Emergency	1										
Lockout - Non-Emergency	1										
Medical Response	1										
MetCom Strike Team Response		5				1					
Natural Gas Leak - Inside		1		1		1					
Natural Gas Leak - Outside		1		1		1					

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: OPERATIONS: DIVISION RESOURCE MGMT.**

**Topic: Response Matrix**

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<b>Review Date:</b>	<b>03-23-2023</b>
<b>Replaces:</b>	<b>Same, dated 11-17-2021</b>

Incident	Single Resource	Engine	5" Hose	Truck	Tower	Chief	Shift Commander	Rescue	RIT	Hamer	Special Teams
Odor Investigation		1		1		1					
Odor Investigation (Chemical)		1		1		1		1			
Other (Fire Resp Only)	1										
PFAS Class I		1		1		1					
PFAS Class I Investigation	1										
PFAS Class I		1		1		1					
PFAS Class I – Hazmat Detector	1 <sub>1</sub>									1	
PFAS Class I CO2 High Alarm				1		1				1	
PFAS Class I CO2 Investigation											
PFAS Class II	1										
PFAS Refuge Alarm	1										
Smoke Investigation - Outside		1									
Trench Rescue		1		1		1	1				Confined Space
Ventilation Only				1							
Water Problem	1										
Water Rescue (Swift water, Static, and Ice Rescue)		2		1		1	1				Water Rescue
Water Assist	1										
Water Rescue Investigation	1 <sub>2</sub>										
Wires Down	1										

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: OPERATIONS: DIVISION RESOURCE MGMT.**

**Topic: Response Matrix**

<b>Topic No:</b>	<b>2102.02</b>
<b>Date:</b>	<b>03-23-2021</b>
<b>Approved:</b>	<b><i>RM</i></b>
<b>Review Date:</b>	<b>03-23-2023</b>
<b>Replaces:</b>	<b>Same, dated 11-17-2021</b>

**1 - Denotes a Single Resource with a Meter**

**2 - Denotes a Single Resource with an Immersion Suit**

**Special Teams**

- **Confined Space:** R-1 (or R-2), E-1, TR-1, Collapse Trailer, HM-1
- **High Angle:** R-1 (or R-2), E-1, TR-1
- **Water Rescue:** R-1 (or R-2), UW, TR-1
- **HAZMAT:** R-1 (or R-2), E-6, DECON, E-9, TR-9, HM-1
- **Single Resource:** Engine, Truck or Rescue
- **Collapse:** R-1 (or R-2), E-1, TR-1, Collapse Trailer
- **Hamer:** Hamer-1 (E-9 or TR-9)
- **AST (Aerial Support Team) Drone:** 2<sup>nd</sup> Alarm or greater, large grass fire, railroad incident with hazmat spill, confirmed drowning (outside)
- **Greater Alarm Assignment:** 3 Engine, 2 Truck, 1 Chief

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: DIVISION RESOURCE MGMT.  
**Topic:** District Chief Response

<b>Topic No:</b>	2102.04
<b>Date:</b>	09-09-2021
<b>Approved:</b>	<i>RM</i>
<b>Review Date:</b>	09-09-2024
<b>Replaces:</b>	Same, dated 11-25-16

**PURPOSE:** To clarify responses of District Chiefs

**SCOPE:** Applies to All District Chief Officers; Dispatch

Dispatch will send the closest Chief Officer(s) to incidents to avoid any delay in response. This allows for Chiefs arriving on scene with prior knowledge of buildings and occupancies.

District Chiefs will respond Code 10 to all incidents as detailed in the response matrix. In performance of administrative duties, a District Chief may elect to monitor or respond Code 9 to non-IDLH incidents.

A District Chief will respond to all requests in neighboring jurisdictions for mutual/automatic aid.

The assignment of a District Chief to PFAS and DFD Box alarms will be determined according to the geographical location of the alarm and the corresponding District boundaries regardless of location. It will be the responsibility of the assigned District Chief to notify Fire Dispatch to assign a cover in if their location will not allow a reasonable response.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: DIVISION RESOURCE MGMT.  
**Topic:** Interagency Response Operations

<b>Topic No:</b>	2102.07
<b>Date:</b>	09-09-2021
<b>Approved:</b>	<i>RM</i>
<b>Review Date:</b>	09-09-2024
<b>Replaces:</b>	Same, dated 11-25-16

**PURPOSE:** To establish procedures for Unified Command with other agencies

**SCOPE:** Applies to all DFD members

A command post will be designated to facilitate a location for all outside agencies (Police, EMS), representatives should report to the command post for assignments.

Unified Command should be considered when multiple agencies are assigned to a particular incident.

On scenes commanded by other agencies where DFD members are requested, the officer shall report to the command post for instructions and assignments. The Shift Commander and Assistant Chief shall be dispatched and will report to the Incident Commander to facilitate communications and coordinate DFD member activities.

Upon arrival of an Assistant Chief, they shall report to the command post until relieved by the Shift Commander, who will assume the role of Incident Commander for DFD. The Assistant Chief will then become the Fire Suppression Branch Supervisor.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: DIVISION RESOURCE MGMT.

Topic: Dispatch Resource Management

Topic No:	2102.09
Date:	06-10-2021
Approved:	JAV
Review Date:	06-10-2023
Replaces:	Same, dated 11-25-16 (was named Change of Location)

**PURPOSE:** To provide an overview of methods for Fire Dispatch to maintain adequate resource deployment and maximize coverage.

**SCOPE:** Applies to all uniformed Denver Fire Department personnel.

**Overview:**

**Move Ups/Change of Location:**

Reassignment of apparatus response location to equalize resources in areas depleted due to special circumstances such as training, greater alarm fires, or major incidents. Changes in location are made with software and/or identification of gaps in coverage with Dispatch Personnel and the Shift Commanders.

Fire companies that are dispatched to a change of location shall adhere to the following procedures:

- Immediately proceed to the change of location
- Respond Code 9
- Announce the arrival to the change of location

Upon arrival the fire crew must remain at the move-up location for the duration of the incident/training. It is also advised that the fire crew monitor the incident tactical channel and remain informed of the event. Often the move-up company will be utilized if an incident escalates.

Fire companies that have been assigned to a change of location call will be issued an incident number from Dispatch, in which an associated Fire report must be completed.

Dispatch will notify the affected District Chief as time permits.

Upon arrival to the assigned location it is important that the company remain at said location.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: DIVISION RESOURCE MGMT.  
**Topic:** Snow Emergency Plan

<b>Topic No:</b>	2102.12
<b>Date:</b>	02-02-18
<b>Approved:</b>	<i>CDIII</i>
<b>Review Date:</b>	02-02-20
<b>Replaces:</b>	Same, dated 01-12-18 (minor word change)

The Snow Emergency Plan allows the Denver Fire Department to function with central coordination from the Emergency Operation Command Center. The Plan is to be used as a guide for the emergency, as an activator for the emergency, and contains a checklist for staff personnel at the E.O.C. All coordination of Fire Department activities should be accomplished through staff members at the E.O.C. Members staffing the E.O.C. will be designated by the Chief of Department.

There are two snow plans in existence in the City.

1. The City Snow Plan used to mobilize street cleaning equipment.
2. The Denver Fire Department Snow Plan used to mobilize our resources to cope with heavy snow and response problems related to heavy snow.

The Denver Fire Department Snow Plan will be reviewed and updated yearly, if necessary.

Activation of the City Snow Plan does not automatically activate the Denver Fire Department Snow Plan. The Denver Fire Department Snow Plan is activated under the following conditions.

**I. ACTIVATION AND NOTIFICATION**

**A. Activators**

The Snow Emergency Plan may take effect by authorization of the Chief of Department or his designee under the following conditions.

1. Four inches of snow accumulation with a forecast for more snow.
2. When snow is falling at the rate of one inch per hour.
3. When the National Weather Service issues a blizzard warning.
4. When heavy snow causes numerous response problems.
5. When heavy snow and numerous fires cause the “hold order” to be put into effect.
6. When a Shift Commander recommends that the plan be put into effect based upon personal observations of snow-caused response problems in his/her district.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: DIVISION RESOURCE MGMT.  
Topic: Snow Emergency Plan

Topic No:	2102.12
Date:	02-02-18
Approved:	CDIII
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Replaces:	Same, dated 01-12-18 (minor word change)

B. Notification

When conditions require activation of the Snow Emergency Plan, the Dispatcher shall notify.

1. Chief of Department
2. Office of Emergency Management Director
3. Operations Division Chief
4. On-duty Shift Commander

II. OPENING OF E.O.C.

When the Emergency Operation Center opens, E.O.C. staff will notify Denver Fire Dispatchers of snow condition via ring down line. Opening of the E.O.C. doesn't automatically activate this snow plan.

III. COMMAND CENTER RESPONSE

- A. If the Chief of Department feels that conditions warrant activation of the Snow Emergency Plan, response points and staffing will be designated by the Chief of Department or his designee.
- B. When the plan is activated by the Chief of Department, the following logistical consideration shall be performed:
  1. Apparatus Readiness
    - a. All districts will be notified by vocalarm.
    - b. District Chiefs shall poll each station to determine the readiness of equipment in his/her district, location of services, and standby for a conference call from the Shift Commander to report readiness of all fire equipment and snow removal problems at fire stations.
    - c. After first-line equipment is ready, all reserves shall be loaded with hose.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: DIVISION RESOURCE MGMT.  
Topic: Snow Emergency Plan

Topic No:	2102.12
Date:	02-02-18
Approved:	CDIII
Review Date:	02-02-20
Replaces:	Same, dated 01-12-18 (minor word change)

d. All officers shall evaluate the fuel supplies on their respective apparatus and coordinate fuel acquisition with their District Chief.

2. Reduced Response

The Division Chief of Operations will review response needs and make appropriate orders.

3. Support Personnel

a. Chief of Department or designee decides if support personnel are needed and assign as necessary.

b. Chief of Department or designee will contact the Master Mechanic and Superintendent of Fire Alarm, and recall personnel as needed to a location that is appropriate, if necessary.

c. Call back is authorized only by the Chief of Department or his designee.

i. When call back is authorized, it shall be made in the most expedient manner considering availability and distance from emergency.

4. Snow Removal

a. Heavy snow accumulation at stations shall be removed by the most expedient manner and company officer shall report snow problems to their District Chief when he/she polls stations.

b. Denver Fire Department staff members at E.O.C. shall coordinate removal of heavy snow conditions blocking driveway access.

5. Wrecker Location

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: DIVISION RESOURCE MGMT.  
**Topic:** Snow Emergency Plan

<b>Topic No:</b>	<b>2102.12</b>
<b>Date:</b>	<b>02-02-18</b>
<b>Approved:</b>	<b>CDIII</b>
<b>Review Date:</b>	<b>02-02-20</b>
<b>Replaces:</b>	<b>Same, dated 01-12-18 (minor word change)</b>

Wrecker location and support personnel shall be placed by need on orders from Denver Fire Department staff at E.O.C.

6. Fuel Delivery Truck

7. Weather Forecast

- a. Obtained through National Weather Service via M.E.T.S. phone, or direct phone.
- b. Monitored by staff officers.

8. Availability of Four-wheel Drive Vehicles

If conditions deteriorate to the point that four-wheel drive vehicles are all that can respond, an all-station request shall be made to find out how many four-wheel vehicles can be made available.

9. Mutual Aid

Requested by the Chief of Department or designee.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: EMPLOYEE MANAGEMENT  
**Topic:** Company Staffing Requirement

<b>Topic No:</b>	<b>2103.01</b>
<b>Date:</b>	<b>09-28-2021</b>
<b>Approved:</b>	<i>RM</i>
<b>Review Date:</b>	<b>09-28-2024</b>
<b>Replaces:</b>	<b>Same, dated 11-25-16</b>

**PURPOSE:** To define the minimum number of permanently assigned personnel per apparatus

**SCOPE:** Applies to all Fire Companies within the Operations Division

In an effort to ensure consistency, crew integrity, and safety, all non-technical companies shall be staffed with a minimum of three (3) permanently assigned personnel with every effort made to ensure four (4) permanently assigned personnel are assigned. Technical Companies are required to be staffed with five (5) permanently assigned members.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: EMPLOYEE MANAGEMENT  
**Topic:** NLOD Reporting Procedures

<b>Topic No:</b>	2103.02
<b>Date:</b>	09-15-16
<b>Approved:</b>	CD
<b>Review Date:</b>	09-15-18
<b>Replaces:</b>	N/A

**PURPOSE:** To establish NLOD reporting procedures for Operations Division personnel.

**SCOPE:** Applies to all Operations Division Personnel.

The following procedures shall be followed when a member is utilizing sick leave for absence:

1. Members are to utilize Telestaff to enter their NLOD status. If unable to utilize Telestaff, members shall contact the on duty officer of their permanent assignment for entry.
2. All members are to report their NLOD status by 0645 of their shift to the officer on duty at their permanent assignment.
3. Assistant Chiefs are to report their NLOD status to the Shift Commander on duty by 0600.
4. Once notified, the Supervisor shall approve the NLOD status in Telestaff and notify their respective Assistant Chief of the affected District.
5. The respective District Chief will be required to notify the on duty Shift Commander of the reported absence to ensure that proper staffing levels are maintained.
6. Members may enter their NLOD status into Telestaff and report their NLOD status via telephone at any time beginning on the calendar day before their scheduled work shift. For NLOD status changes between the hours of 2200 the night before their shift until 0630 the morning of, members may enter their NLOD in Telestaff but wait to verbally report their NLOD until 0630 (0600 for District Chiefs).

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: EMPLOYEE MANAGEMENT  
**Topic:** Probationary Assignment Procedures

<b>Topic No:</b>	<b>2103.05</b>
<b>Date:</b>	<b>09-28-2021</b>
<b>Approved:</b>	<b><i>RM</i></b>
<b>Review Date:</b>	<b>09-28-2024</b>
<b>Replaces:</b>	<b>Same, dated 11-25-16</b>

**PURPOSE:** To establish a Standard Operating Guideline for probationary firefighter assignment upon completion of probation

**SCOPE:** Applies to all probationary firefighters

- I.** Probationary firefighters successfully completing their probationary period will be assigned to suppression companies using the following criteria:
  - A. All assignments will be based on the operational staffing needs for each district as determined by the Division Chief of Operations. The Administrative Shift Commander and District Administrators will review staffing needs with existing vacancies, determining how many 3<sup>rd</sup> grade firefighters are assigned to each district. District Administrators will place their 3<sup>rd</sup> grade firefighters in the district as needed to balance seniority, experience, and overall crew effectiveness.
  - B. Company Captains may submit requests to the Division Chief of Operations, through their respective Shift Commander and District Administrator, asking that individuals from a specific probationary class be assigned to their company. Lieutenants may submit requests through their company Captains.
  
- II.** The Administrative Shift Commander and District Administrators will consider these requests when making permanent assignments in the following manner:
  - A. District needs related to seniority, experience, and overall crew effectiveness will be given the highest priority.
  - B. Consideration will be given to requests from company Captains when making assignments.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EMPLOYEE MANAGEMENT

Topic: NFIRs Incident Reporting

Topic No:	2103.07
Date:	01-15-2020
Approved:	CDIII
Review Date:	01-15-2023
Replaces:	Same, dated 09-09-2019 (NFIRs Report Completion)

**PURPOSE:** To establish a guideline to address incident reporting

**SCOPE:** Applies to all Operations Division personnel.

The accuracy of NFIRS data is the critical foundation of successful analysis of Denver Fire Department service delivery. This documentation must be consistent, factual and legally defensible, therefore Denver Fire Department emergency response documentation within the ESO program shall be as detailed and accurate as possible. Chief and company officers shall accurately describe the incident, actions taken, and results by correctly identifying the incident type, accurately completing related fields, and supporting with a descriptive narrative field.

**All narratives within the ESO program shall include a narrative.**

Incident narratives must contain the following information at a minimum:

- Type of incident originally dispatched
- Conditions upon arrival
- Initial assignments/actions taken
- Disposition of incident
- Additional resources requested if applicable
- Transfer of command if applicable

All incident reports (EHR/Fire) utilizing the ESO Software program shall be completed by the end of the next work shift.

If the officer in charge is scheduled to be absent the next shift, the incident report shall be completed before the end of the current shift.

Company officers will be responsible for reviewing incomplete reports within their firehouse shift. House captains will be responsible for reviewing incomplete reports within their firehouse. District Chiefs will be responsible to continually review incomplete reports associated with their respective Districts and shifts to ensure completeness.

Personnel **shall not** utilize the NFIRS section of ESO to document EMS calls in which Denver Fire Personnel encounter an individual that meets the criteria of "Patient" as defined by Denver Fire Department Patient Care Protocols, page 3 General Guidelines; Patient Determination.

In cases of motor vehicle accidents with no injuries, members may document the incident in the NFIRS section of ESO. Non-injury accidents confirmed by assessment must include in the narrative of the NFRIS **"spoke to all parties and they verbally denied any injuries or complaints"**.

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: OPERATIONS: EMPLOYEE MANAGEMENT**

**Topic: NFIRs Incident Reporting**

<b>Topic No:</b>	<b>2103.07</b>
<b>Date:</b>	<b>01-15-2020</b>
<b>Approved:</b>	<b><i>CDIII</i></b>
<b>Review Date:</b>	<b>01-15-2023</b>
<b>Replaces:</b>	<b>Same, dated 09-09-2019 (<i>NFIRs Report Completion</i>)</b>

References:

Denver Fire Department Patient Care Protocols

Denver Fire Department Directive 2119.06 EMS Quality Assurance

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: EMPLOYEE MANAGEMENT  
**Topic:** Medical Unit Operational Procedures

<b>Topic No:</b>	2103.08
<b>Date:</b>	08-06-2020
<b>Approved:</b>	RM
<b>Review Date:</b>	08-06-2024
<b>Replaces:</b>	NEW

**PURPOSE:** To establish Medical Unit (Med Unit) operational procedures.

**SCOPE:** Applies to all Operations Division personnel assigned to or whom operate in the capacity as a Medical Unit operator.

**REPORTING:**

The Assistant Chief of Operations will oversee the entirety of the Med Unit program. Day-to-day operations the Emergency Medical Technicians (EMTs) will report to their respective Company Officer in the event they require assistance. If their Officer is unavailable, Chief 2 will be the next point of contact, followed by the Shift Commander. If neither Chief 2 nor the Shift Commander is available, the Assistant Chief of Operations may be contacted.

**OPERATIONAL PROCEDURES:**

Med 1 - Will operate from Station 4, seven (7) days a week from 1600-0200.

Med 2 - Will operate on Saturdays from 1600-0200. Location will vary and be based on operational needs.

The Med Unit will be assigned as a priority emergency response unit for incidents and responses that have been established by the Operations Division Chief or his/her designee.

Med Unit personnel shall not respond to non-EMS calls unless specifically requested by Fire Dispatch or an Incident Commander. Personnel will maintain the operational parameters which have been established by the Division Chief of Operations or his/her designee.

At the beginning of each shift, Med Unit personnel are required to perform the following tasks:

- Complete an inventory check of the Med Unit.
- Report any missing or short supply items to their respective Officer.
- Complete a 56-point Inspection and submit the entry on the DFD Web. Any issues discovered during the 56-point entry check must be forwarded to the Repair Shop and Station Captain as soon as possible. Items requiring immediate attention will be reported to the on-shift Company Officer to be promptly addressed.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: EMPLOYEE MANAGEMENT  
**Topic:** Medical Unit Operational Procedures

<b>Topic No:</b>	2103.08
<b>Date:</b>	08-06-2020
<b>Approved:</b>	<i>RM</i>
<b>Review Date:</b>	08-06-2024
<b>Replaces:</b>	NEW

Upon the conclusion of each shift, members will ensure that the Med Unit is operationally ready for the next shift. This includes but is not limited to:

- Proper fuel level
- Cleanliness
- Adequate supply of the appropriate equipment
- Relay any pertinent information to the Officer on-duty
- Document pertinent information in a pass along report to the incoming Med Unit shift

**REPORT COMPLETION:**

Every attempt should be made to complete all ESO reports prior to the completion of the shift. **If any reports cannot be completed, all outstanding reports shall be completed by the end of the next work shift.** The incompleteness of reports will be an exception and shall not be a standardized practice.

**UNIFORM AND APPEARANCE:**

The uniform worn by EMT personnel shall be in accordance with Department Directive 1011.00 (Uniforms and Personal Appearance).

**FIRE STATION ASSESSMENT AND CHARGING ARRANGMENTS:**

EMTs assigned to the Med Unit will be required to contribute an assessment for items used in the firehouse. Four of the members will pay to Station 4, while the fifth will pay to the other currently assigned station. The assessment will be ten dollars a month at the beginning of the month to the station house steward (per Standard Operating Guideline 2104.13).

**GUIDELINE EFFECTIVENESS:**

The effectiveness of this Operational Guideline will be evaluated on an ongoing basis and revisions will be implemented as needed. Any modifications or deviations from this procedure will be authorized by the Division Chief of Operations or his/her designee to ensure the best practices for the Division and the Department.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: FIRE STATION MANAGEMENT

Topic: Fire Station Repairs

Topic No:	2104.01
Date:	10-13-22
Approved:	RM
Review Date:	10-13-25
Replaces:	Same, dated 06-12-17

**PURPOSE:** To identify responsibilities of station members, Fire Dispatchers, and Technical Services Division staff when repairs and/or modifications to fire stations are needed or requested

**SCOPE:** Applies to all members

**I. EMERGENCY STATION REPAIRS**

When a fire station needs emergency repair, the Station Officer shall contact the on-call Technical Services member. Fire Dispatch can assist with this. If you are unable to contact the on-call Technical Services member within 30 minutes, the Fire Dispatcher shall contact the appropriate contractor from the emergency repair list. Station members must take all necessary steps to reduce or prevent any further damage to the facility and to ensure the safety of Fire Department personnel.

Examples of emergency repairs include broken overhead door, major plumbing leaks, or a non-operating boiler or air conditioning system.

**II. ROUTINE STATION REPAIRS**

When a fire station needs routine repair or maintenance, the Station Officer should document this request, in writing, and forward that request to the Technical Services Division. The Technical Services Division will then work with the Station Officer and Public Works, if needed, to determine the most appropriate course of repair.

**III. USE OF EMPLOYEE REIMBURSEMENT ACCOUNT FOR EMERGENCY OR ROUTINE REPAIRS**

Station members are allowed, with the approval from the Station Officer, to make repairs that will prevent further damage if the issue is left unaddressed. The **Employee Reimbursement** (formerly Petty Cash) account is NOT to be used for station upgrades or improvements. Also, this account is limited to purchases under **\$250.00**. The Station Officer shall forward all receipts for purchases, attached to an Employee Reimbursement Form, to the Technical Services Division. Any repair costing more than **\$250.00** should be directed to the Technical Services Division.

**REFERENCES:** Denver Fire Department Employee Non-Travel Reimbursement Form

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: FIRE STATION MANAGEMENT  
Topic: Fire Station Hazardous Substances

Topic No:	2104.03
Date:	03-07-18
Approved:	CDIII
Review Date:	03-07-20
Replaces:	Same, dated 05-03-11

**PURPOSE:** To ensure that hazardous substances are properly handled, stored, and disposed of within fire stations

**SCOPE:** Applies to all fire stations within the Operations Division

- I. The storage of any combustible, flammable, acidic, toxic, caustic, noxious, or otherwise potentially harmful substances or materials (hereinafter “substances”) shall be properly stored and controlled under health, safety, and fire codes, manufacturer’s recommendations, and/or any other recognized requirement.
- II. There shall be no storing of **any** substances in containers of any type without such containers being **clearly labeled**.
  - A. Said labeling shall be in large (1/2-inch minimum), bold print clearly visible on front, sides, and back of said container as applicable (original packaging excepted).
  - B. Where possible, substitute containers, i.e., coffee cans, jars, milk jugs, plastic ware, etc., are not to be utilized.
- III. Any approved substances referred to above shall be stored in a **secured area** (locker, cabinet, file cabinet, etc.) and maintained by the House Captain.
- IV. Storage areas are to be marked as follows: **Caution: Potentially Hazardous Substances Storage Area**
- V. Safety Data Sheets for all substances provided by the DFD Warehouse shall be located on the Bulletin Board under Tech. Services/DFD Warehouse/Warehouse Navigation/Safety Data Sheets SDS and maintained by the Quarter Master.
  - A. It is the responsibility of the House Captain to have on site Safety Data Sheets for substances stored in the firehouse that are not issued from the Warehouse.
  - B. Common storage areas (i.e., cupboards, lockers, desks, cabinets, etc.) in restrooms, break rooms, etc. are to be inspected periodically to ensure compliance with this Standard Operating Guideline.
  - C. For the proper disposal of hazardous substances in the firehouse see Operations SOG 2116.03.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: FIRE STATION MANAGEMENT  
Topic: Fire Station Supplies

Topic No:	2104.04
Date:	06-12-17
Approved:	CD
Review Date:	06-12-19
Replaces:	Same, dated 05-03-11

**PURPOSE:** To establish a Standard Operating Guideline for the ordering and management of station supplies

**SCOPE:** Applies to all House Captains

- A. House Captains will be responsible to ensure compliance with allotted Warehouse and glove budgets (gloves are charged to the Operations Division and do not come out of station fund).
- B. Monthly, (three) days before the corresponding station number, the House Captain or their designee shall submit their monthly supply requisitions to the Warehouse utilizing the DFD Warehouse Catalog. This catalog is provided to the firehouses annually. Orders are completed and submitted as an attachment via email.
  - a) There will be one (1) designated ordering officer and one (1) alternate for each firehouse. These individuals will be authorized to place orders and will also be responsible for the budget.
  - b) Send orders to [dfdwarehouse@denvergov.org](mailto:dfdwarehouse@denvergov.org). **Please send orders in an attachment with an email.** To avoid delays in processing orders please do not change the format of the order form
  - c) Once the items have been selected, condense the form, this can be done by going to the top of "ordered" column, click on the down arrow to open a drop-down box. Scroll to the bottom and remove the check mark in the blanks box. This will condense the order.
  - d) **Station 36's** order is due on the **16<sup>th</sup>** of the month.
  - e) **Station 37's** order is due on the **17<sup>th</sup>** of the month.
  - f) **Station 38's** order is due on the **18<sup>th</sup>** of the month.
- C. House Captains shall monitor the supplies that they retain in reserve and keep them to a minimum.
- D. All officers and members shall conserve supplies to eliminate waste. Officers shall have members assist the Warehouse driver in unloading all supplies.
- E. All supplies shall be inventoried upon receipt.
- F. Supplemental supply requisitions shall be kept to a minimum.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: FIRE STATION MANAGEMENT  
**Topic:** Fire Station Specialized Equipment

<b>Topic No:</b>	<b>2104.05</b>
<b>Date:</b>	<b>04-15-19</b>
<b>Approved:</b>	<b><i>CDIII</i></b>
<b>Review Date:</b>	<b>04-15-21</b>
<b>Replaces:</b>	<b>Same, dated 10-04-17</b>

**PURPOSE:** To establish a Standard Operating Guideline for repair or replacement of specialized equipment

**SCOPE:** Applies to all members assigned to Operations

Only members trained to use specialized station equipment, and authorized to do so by the House Captain, shall perform these tasks:

Examples:

1. Station 4 O<sub>2</sub> bottles
2. Station 6 Class B Foam concentrate
3. Station 9 Meters
4. Station 15 Hose and repair
5. Station 25 Snow chain repair
6. Station 27 Helmets
7. Station 28 O<sub>2</sub> regulators



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: FIRE STATION MANAGEMENT  
**Topic:** Personal Activities in Fire Station

<b>Topic No:</b>	2104.07
<b>Date:</b>	10-18-2021
<b>Approved:</b>	<i>RM</i>
<b>Review Date:</b>	10-18-2024
<b>Replaces:</b>	Same, dated 11-25-16

**PURPOSE:** To establish a Guideline that defines approved personal activities within the fire stations

**SCOPE:** Applies to all members assigned to Operations

Working on personal projects shall be allowed as a privilege in fire stations (during on-time duty only) with the following restrictions:

1. All such activities shall be authorized and regulated by Company Officers, District Chiefs, Shift Commanders and/or the Division Chief of Operations.
2. Personal activities shall not interfere with Fire Department operations, nor bring discredit to the Department or the City and County of Denver.
3. Personal projects cannot use Department supplies.
4. The spraying of flammable or combustible products is forbidden.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: FIRE STATION MANAGEMENT

Topic: RIDE-A-LONG PROGRAM

Topic No:	2104.08
Date:	03-27-2019
Approved:	CDIII
Review Date:	03-27-2021
Replaces:	NEW

**PURPOSE:** Define Ride-A-Long procedures at Operations Division Fire Stations.

**SCOPE:** Applies to all Operations Division members and visitors that intend to ride on any Denver Fire Department Apparatus.

The following Guidelines must be followed prior to any individual participating in the Ride-A-Long (RAL) program.

**Process for all Ride-A-Longs:**

1. The Company officer is no longer required to sign the “Authorization to Ride” form.
2. All RAL’s are now processed through an online registration on the City’s website. The link can be found here: [Authorization & Confidentiality Agreement to Ride on Denver Fire Department Apparatus.](#)
3. All RAL’s shall be requested at least 21 days prior to the requested ride dates. To maintain operational efficiency, all riders will be assigned an apparatus and shift after providing the Operations Division with three (3) possible dates.
4. Riders must complete and sign the “Authorization to Ride” form with liability waiver and provide a valid Driver’s License with current address online during the registration process that will be confirmed at their in-person interview.
5. Riders shall abide by all patient confidentiality requirements of the Health Insurance and Accountability Act (HIPPA) privacy law that will be signed during the online registration process.
6. After the online process has been completed all RAL’s must appear in person, at the Operations Division office to finalize all the necessary steps.
7. No one will be allowed to ride without first appearing in person at the Operations Division Office for an interview between 0800 and 1100 hours on Wednesdays to finalize all paperwork. If you cannot make these times, please contact the Operations Division at 720-913-3438 to schedule a different time.
8. Applicants arriving for a RAL interview must be in proper attire (business casual).

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: FIRE STATION MANAGEMENT

Topic: RIDE-A-LONG PROGRAM

Topic No:	2104.08
Date:	03-27-2019
Approved:	CDIII
Review Date:	03-27-2021
Replaces:	NEW

**Guidelines for all Ride-A-Longs including Civilians, Public Safety Cadets, and CAP members.**

1. All riders must be a minimum of eighteen (18) years of age to ride any fire apparatus.
2. Apparatus RAL's will be limited to one rider per rig, per shift, per month. There will only be a maximum of 3 riders on any given day in the Operations Division, with no more than one rider per district per day.
3. All RAL's must be approved through the Division Chief of Operations, or designee.
4. Riders shall conduct themselves in a courteous and professional manner.
5. Riders shall be held to the same Conduct Standards as firefighters.
6. Riders shall not participate in any emergency scene operations or interfere with the duties of the firefighters.
7. The District Chief and/or Company Officer may cancel a RAL at any time at their discretion. If a ride has been cancelled, the rider will have to submit a new request to ride on the Departments website at least 21 days in advance of the next RAL date.
8. All individuals shall have their hair secured and/or styled so it doesn't hang into their face nor project away from their head more than two inches. Hair that extends below the bottom of their collar shall be secured in a ponytail.
9. Riders must be neat and clean and wear authorized apparel that consists of Dockers or Khaki style pants (no jeans), boots (no tennis shoes), and a black or navy-blue shirt/polo (must have collar) with no advertisements or endorsements (sweat shirts are allowed in inclement weather). No jewelry is allowed except for a watch and a wedding ring. Sandals and open-toe shoes are prohibited. Paramedics, Fire Fighters, and Public Safety Cadets may wear their uniforms.
10. All RAL's will be granted from 0700 to 1700 hours only. Company Officers, with the approval of their District Chief, may elect to extend the hours of the RAL up to 10:00 p.m. No 24-hour RAL's are allowed without the prior written approval of the Chief of the Department or his designee.
11. While participating in a RAL, cell phone use shall be limited to emergency communications only, any other use is prohibited.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: FIRE STATION MANAGEMENT

Topic: RIDE-A-LONG PROGRAM

Topic No:	2104.08
Date:	03-27-2019
Approved:	CDIII
Review Date:	03-27-2021
Replaces:	NEW

**CIVILIANS**

1. Riders shall be subject to a criminal background check that will be used to help determine eligibility for the RAL.
2. Civilian rides are restricted to a maximum of one (1) ride every six (6) months and will only be granted from 0700-1700 hours.

**PUBLIC SAFETY CADETS**

1. Public Safety Cadets are allowed up two (2) rides per month if they are currently assigned in a Denver Fire Department assignment. They are allowed up to one (1) ride per month if they are not assigned to the Denver Fire Department.
2. Public Safety Cadets are expected to participate in all training and daily maintenance activities around the fire station.
3. Public Safety Cadets have been asked to stop the practice of bringing in dessert for the firehouse.
4. Cadets are not required to pick up any paperwork before their scheduled ride.
5. Cadets new to the program are required to appear in person, in full uniform to complete all applicable forms before their first RAL.

**CAP MEMBERS**

1. CAP members are allowed up to two (2) rides per year.

**DISTRICT CHIEF RIDE ALONGS**

1. A District Chief may approve a colleague RAL with the District Chief's only.
2. A signed District Chief Confidentiality Agreement Form, see attachment, along with a copy of the participant's driver license is to be sent to the Operations Division before the ride takes place. This form is not to be used for any apparatus RAL.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: FIRE STATION MANAGEMENT  
**Topic:** Abandoned Children Protocols

<b>Topic No:</b>	2104.12
<b>Date:</b>	10-18-2021
<b>Approved:</b>	<i>RM</i>
<b>Review Date:</b>	10-18-2024
<b>Replaces:</b>	Same, dated 11-25-16

**PURPOSE:** The intent of this protocol is to establish a consistent method of action associated with the receipt of abandoned children. Pursuant to Senate Bill 00-171, enacted by the General Assembly of the State of Colorado.

**SCOPE:** This protocol applies only to those children 72 hours or younger. Senate Bill 00-171 and this procedure do not attempt to address the abandonment of children over the age of 72 hours.

**DEFINITIONS:**

**Firefighter:** CRS 18-3-201 defines a Firefighter as an officer or member of a fire department or fire protection or firefighting agency of the state, or any municipal or quasi-municipal corporation in this state, whether that person is a volunteer or receives compensation for services rendered as such Firefighter.

**Abandoned Child:** Any child of the age 72 hours or younger

**Voluntary Delivery:** When a parent voluntarily delivers a child, 72 hours or younger, to a Firefighter, and does not express an intent to return for the child.

**Temporary Physical Custody:** The act of receiving and caring for an abandoned child by a Firefighter

A civilian employee or office staff member, although employed by a fire department, is **not** required to take receipt of an abandoned child. A Firefighter or a hospital staff member **is** required to do so.

**IT IS THE POLICY OF THIS DEPARTMENT:**

When a parent voluntarily delivers a child to a Firefighter at a fire station, the Firefighter without a court order shall:

Take temporary custody of the abandoned child.

Perform any act necessary, in accordance with generally accepted standards of professional practice, to protect, preserve, or aid the physical health or safety of the child during the temporary physical custody.

Notify the Fire Dispatcher, requesting a Denver Health Medical Center ambulance to respond Code 9 or 10, depending on the physical assessment of the child.

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section:** OPERATIONS: FIRE STATION MANAGEMENT  
**Topic:** Abandoned Children Protocols

<b>Topic No:</b>	<b>2104.12</b>
<b>Date:</b>	<b>10-18-2021</b>
<b>Approved:</b>	<i>RM</i>
<b>Review Date:</b>	<b>10-18-2024</b>
<b>Replaces:</b>	<b>Same, dated 11-25-16</b>

Notify the Denver Police Department through the Fire Dispatcher.

Notify the District Fire Chief on duty.

Turn temporary custody over to the attending DHMC Paramedic responding to the incident.

Record all pertinent information on a FD230 medical field incident report.

A Firefighter shall incur no civil or criminal liability for any good faith acts or omissions performed.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: FIRE STATION MANAGEMENT  
Topic: Food League and House Bill

Topic No:	2104.13
Date:	01-24-2022
Approved:	RM
Review Date:	01-24-2025
Replaces:	Same, dated 10-18-2021

**PURPOSE:** Establishes procedures for House Bill and Food League.

**SCOPE:** Applies to all affected members

Members shall participate in the food league, when applicable.

1. All members are required to pay a fixed charge authorized for their duty platoon assignment. Payment will not be required when a member has been excused from participation in the food league by the officer.
2. All members, even if they are excused from payment, must participate in the cleanup of the kitchen and serving area.
3. The member designated to purchase food shall keep accurate records.
4. If a member is working overtime and contributes extra money for the meal, this money should be used, in its entirety, for the meal and not placed in the 'kitty' for use at a later time. Any extra money not used from an overtime member should be returned to that member.
5. House funds, 'kitties', can be padded in the event the daily league goes over budget and there are funds to draw from to assist in balancing out payment back to the members. The 'kitty' can also be grown to help pay for meals on special occasions such as Thanksgiving and Christmas, but these extra monies should be used to purchase meals before the end of the year so all members working a particular shift can benefit from the savings.

All members shall be responsible for paying the House Bill, which is due and payable at the first of each month, to the House Steward. These charges are for expenses incurred by the members of each station or support division that are not furnished by the City. These charges may include, but not exclusively, the following items:

1. Newspapers and magazines
2. Laundry of station linen
3. TV, radio, cable TV purchase, rental, and maintenance of same
4. Other incidental expenses which may include shoe polish, coffee, cream, sugar, spices, recreational or physical fitness items, etc.

Accurate books shall be kept on disbursements and collection of house funds, which shall be audited by the House Captain and available for inspection by all members.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: FIRE STATION MANAGEMENT  
Topic: Food League and House Bill

Topic No:	2104.13
Date:	01-24-2022
Approved:	<i>RM</i>
Review Date:	01-24-2025
Replaces:	Same, dated 10-18-2021

**Non-Line of Duty (NLOD):**

Members on extended Non-Line of Duty (NLOD) leave are still required to pay their House Bill during their leave. Temporary assignment to another Division during (NLOD) absence may require member to pay both their regular House Bill and the Division House Bill if needed.

**Line of Duty (LOD):**

Members on extended Line of Duty (LOD) leave may still be required to pay their House Bill during their leave. Any exceptions for payment may be requested through the House Captain, up the chain of command, to the Operations Division Chief.

Members assigned to the Air/Light on Modified Duty, due to a LOD injury are asked to pay a House Bill at that assignment and may be excluded from paying a House Bill at their regular assigned firehouse.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: APPARATUS  
**Topic:** Operating Apparatus in Reverse

<b>Topic No:</b>	<b>2105.01</b>
<b>Date:</b>	<b>03-23-18</b>
<b>Approved:</b>	<i>CDIII</i>
<b>Review Date:</b>	<b>03-23-20</b>
<b>Replaces:</b>	<b>Same, dated 03-08-17</b>

**PURPOSE:** To ensure Department apparatus is safely operated while in reverse

**SCOPE:** Applies to all members operating or riding on Department apparatus

Before operating apparatus in reverse, the Driver/Operator shall remove any hearing protection worn and lower the driver-side window at least ¼ of the way down. Two firefighters shall position themselves near the rear of the vehicle. The two spotters should be safely positioned so that the Engineer can see the spotter positioned on the Engineer's side of the apparatus, or the primary spotter, at all times. If at any time the Engineer loses sight of the primary spotter, the Engineer shall stop immediately until the spotter makes him/herself visible again. In case the apparatus does not have a minimum of four persons on board, the Company Officer will be required to act as one of the spotters located near the rear of the apparatus.

While operating in reverse, the Officer, Firefighters, and Engineer shall work together to maintain a safe environment for the members, apparatus, and surrounding property.

Communications between the Engineer and spotters shall include the use of hand signals. Standard signals include:

- A. Straight Back: One hand above the head with palm toward face, waving back. Other hand at your side (left or right hand optional).
- B. Turn: Both arms pointing the same direction with index fingers extended (driver will advise the spotter which way the turn will be made). The spotter then assists the Engineer in backing apparatus.
- C. Stop: Forearms crossed to form an X.

NIGHT BACKING

Signals will be the same. The spotter will assure that the rear scene lights or the spotlights on rear of apparatus are turned on before allowing apparatus to be backed. A flashlight may be carried, but at no time will it be directed toward the mirror.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: APPARATUS  
**Topic:** Operating Apparatus in Reverse

<b>Topic No:</b>	<b>2105.01</b>
<b>Date:</b>	<b>03-23-18</b>
<b>Approved:</b>	<i>CDIII</i>
<b>Review Date:</b>	<b>03-23-20</b>
<b>Replaces:</b>	<b>Same, dated 03-08-17</b>

**ACCOUNTABILITY:**

All personnel will be held accountable for using backers. **Non-compliance may result in disciplinary action.** Officers and Acting Officers are responsible for ensuring that all Department members comply with this Standard Operating Guideline, and backers are utilized when the apparatus is operated in reverse.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: APPARATUS

Topic: Ready Reserve Apparatus

Topic No:	2105.02
Date:	01-23-19
Approved:	CDIII
Review Date:	01-23-21
Replaces:	Same, dated 09-01-17

**PURPOSE:** To establish policy and procedures for the use and maintenance of all Ready Reserve Apparatus for Denver Fire Department Personnel.

**SCOPE:** Applies to all Denver Fire Department Operations Division Personnel.

**POLICY:**

Ready Reserve Apparatus are to be used in the following cases:

1. To be used by all companies for emergency response due to short term repairs to Front Line apparatus that exceeds two hours in duration. This includes holidays and weekends when repair shop personnel are not available for immediate repair.
2. To be used as a First Line unit in the case of emergency call back situations when companies are being used at multiple alarms and resources have been depleted.
3. Additional staffing is required for exceptional circumstances due to unanticipated events. This includes funerals, mutual aid, parades, conventions, extreme weather conditions, etc.

Ready Reserve Apparatus should **not** be used for:

1. Long term repairs to front line apparatus.
2. A resource to supply front line apparatus with equipment in the case of damaged tools, appliances, hose, air packs, etc. This includes items under repair. Under no circumstances should equipment be removed from this apparatus for use unless needed for an emergency incident.

**ASSIGNMENT:**

The Operations Division, in coordination with the Fire Repair Shop, will determine where reserve apparatus is stationed. Stations housing Ready Reserve apparatus are selected due to geographic areas within the City to allow for quick access by companies in need.

Authorization for the use of Ready Reserve apparatus is to be pre-approved by the Shift Commander. The location of Ready Reserve equipment can be found in Denver Fire Department Standard Operating Guideline 2106.09. Ready Reserve apparatus may change locations periodically based on the needs of the Operations Division.

Companies that need to use a Ready Reserve apparatus should use the rig that is designated for use in their District, except for District 2, in which they will utilize the closest. If not available, the next closest Ready Reserve apparatus should be selected. The Ready Reserve at the Fire Academy is designated for District 5 companies and shall only be used as a last resort for the other Districts.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: APPARATUS

Topic: Ready Reserve Apparatus

Topic No:	2105.02
Date:	01-23-19
Approved:	CDIII
Review Date:	01-23-21
Replaces:	Same, dated 09-01-17

**PROCEDURES:**

- Equipment needed for the Ready Reserve shall be ordered by the House Captain of the station housing the apparatus and maintained by station personnel. The most up-to-date equipment shall be ordered to stay compliant with Department SOGs. The Ready Reserve should have equivalent equipment to our front-line apparatus (Standard Inventory Requirement).
- A comprehensive inventory must be kept with the Ready Reserve and an inventory shall be completed daily.
- A check in/check out inventory form shall be filled out each time there is a transfer of the Ready Reserve. This form will be maintained by the House Captain. This includes a process to inventory the Ready Reserve by the Officer taking possession of the Ready Reserve **prior** to leaving the station. This form shall be signed by the Officer taking possession of the Ready Reserve rig and the Officer housing the Ready Reserve rig. This process shall also be completed by the Officers on duty when the Ready Reserve is returned. This ensures that all equipment is returned with the Ready Reserve, thus making sure it is “ready” for the next assignment. If there are any items missing from the rig when it is returned to the station, the Officer returning the rig is responsible for seeing that the equipment is replaced in a timely manner. This includes a written statement sent through the chain of command explaining in detail why the equipment is missing.
- There is a sign in/sign out log that stays with the station housing the Ready Reserve and is filled out every time the Ready Reserve is transferred to another Officer.
- All equipment must stay with the Ready Reserve when it leaves the station. This includes any equipment that may not be used when placed in service. The Ready Reserve leaves as a unit and must be returned as a unit.
- All Ready Reserve apparatus shall be cleaned and maintained by the housing station. A regular cleaning schedule shall be established by the House Captain. This should include a schedule for doing a regular 56-point check on the rig.
- Hose on all Ready Reserve apparatus shall be maintained and tested by the company housing the unit. Testing shall follow the same procedures and dates as the company housing the Ready Reserve.
- Although the Ready Reserve is to be maintained by the company housing the unit, it is the responsibility of the Officer taking possession to ensure that his/her Engineer and Firefighters train and become familiar with the pump panel and its capabilities. It is strongly encouraged that the company taking possession train on the Ready Reserve immediately after receiving the apparatus.
- Anytime a ready reserve is transferred from one firehouse to another, and not going back to its designated firehouse, the company officer shall insure the inventory is completed and the checkout form is filled out and then emailed to the original firehouse.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: APPARATUS

Topic: Ready Reserve Apparatus

Topic No:	2105.02
Date:	01-23-19
Approved:	CDIII
Review Date:	01-23-21
Replaces:	Same, dated 09-01-17

- Radio designation for all Ready Reserve apparatus when used in emergency situations shall be “Ready Reserve,” then the location in which it is being used. Example: “Ready Reserve Engine 6,” “Ready Reserve Parade One,” “Ready Reserve Convention Two,” “Ready Reserve Denver Fire,” etc. Otherwise, when used for emergency repairs on a short-term basis, the designation shall be maintained by the regular call sign of the company using the unit.

**RETURN USE PROCEDURES**

- Ready Reserve apparatus shall be cleaned both inside and out prior to returning to the housing station.
- Check all fluids and complete a 56-point check. This should include a “walk around” to note any new damage to the apparatus.
- Ready Reserve apparatus shall be returned with a full tank of fuel per Department guidelines.
- A comprehensive inventory shall be completed by both Officers upon return. All items on the Ready Reserve shall be returned to the location indicated on the inventory list.
- All maintenance necessary for the Ready Reserve shall be coordinated through the Repair Shop or Lineshop.
- Notify the Shift Commander that the Ready Reserve Apparatus is back in service.

Equipment that will need to be removed from front-line apparatus to the ready reserve.

- Radios
- MDT
- Knox Box Keys
- PAR Ring
- Cell Phone
- Maps and Complex Books
- Personal PPE with Voice Amp
- EMS bag & AED
- ESO Tablet
- Ice Rescue Bag

Any other equipment the company officer wishes to switch shall be done at their own firehouse. All equipment and hose loads shall be return to its original location prior to returning.

# CHECK OUT

COMPANY TAKING POSSESSION OF RIG: \_\_\_\_\_

DATE: \_\_\_\_\_

TIME: \_\_\_\_\_

	YES	NO
Is the inventory completed?		
Are all items on the Reserve Rig?		
Are any items missing from Inventory?		
<i>If "Yes", please list below:</i> 1. _____ 3. _____ 2. _____ 4. _____		
Is the rig clean?		
Is the fuel tank full?		

OFFICER RECEIVING RIG: PRINT \_\_\_\_\_ SIGN \_\_\_\_\_

STATION OFFICER: PRINT \_\_\_\_\_ SIGN \_\_\_\_\_

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# CHECK IN

COMPANY RETURNING RIG: \_\_\_\_\_

DATE: \_\_\_\_\_

TIME: \_\_\_\_\_

	YES	NO
Is the inventory completed?		
Are all items on the rig?		
Are items missing from Inventory?		
<i>If "Yes", please list below:</i> 1. _____ 3. _____ 2. _____ 4. _____		
Is the rig clean?		
Is the fuel tank full?		

OFFICER RETURNING THE RIG: PRINT \_\_\_\_\_ SIGN \_\_\_\_\_

STATION OFFICER: PRINT \_\_\_\_\_ SIGN \_\_\_\_\_

OFFICER SIGNATURE TAKING POSESSION	DATE	INVENTORY CHECK
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OFFICER SIGNATURE CHECKING BACK IN	DATE	INVENTORY CHECK
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OFFICER SIGNATURE TAKING POSESSION	DATE	INVENTORY CHECK
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OFFICER SIGNATURE CHECKING BACK IN	DATE	INVENTORY CHECK
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OFFICER SIGNATURE TAKING POSESSION	DATE	INVENTORY CHECK
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OFFICER SIGNATURE CHECKING BACK IN	DATE	INVENTORY CHECK
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OFFICER SIGNATURE TAKING POSESSION	DATE	INVENTORY CHECK
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OFFICER SIGNATURE CHECKING BACK IN	DATE	INVENTORY CHECK
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DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EQUIPMENT

Topic: Hose Inventory, Maintenance, and Testing

Topic No:	2106.01
Date:	04-10-2020
Approved:	CDIII
Review Date:	04-10-2022
Replaces:	Same, dated 01-23-19

**PURPOSE:** To set forth procedures pertaining to fire hose inventories, maintenance and annual testing of fire hose.

**SCOPE:** Applies to all members assigned to use, maintain and test fire hose.

**POLICY:**

All Department hose shall be issued and serviced by Station 15 personnel, this includes all maintenance, issuance of new hose and inventories located in Firehouse Software for each Engine Company and Truck Companies that carry hose. Any questions regarding fire hose, including changes to inventories, should be addressed to the Engine Officer at Station 15.

**INVENTORIES:**

The Department currently has the following sizes of fire hose in inventory:

<u>Size</u>	<u>Color</u>	<u>Use</u>
1 3/4"	White	Attack
2"	Green	High Rise Attack only
2 1/2"	White	Attack (not to be used in High Rises)
Lightweight 2 1/2"	Yellow	Attack/High Rise Attack
3"	White	Supply
5"	Yellow	Supply

All sizes except for 5" are in 50' sections, 5" come in both 35' and 100' sections. At no time should 2 1/2" hose be used for supply line.

All sections of hose contain an inventory number comprised of the year of hose along with the section number assigned by Station 15 that is stenciled up to 18 inches from each coupling and stamped on each coupling in the following manner (5" will not have coupling stamped):

13-xxx      13 is the year, xxx is the section number

High Rise hose is marked in the following manner in addition to the inventory number:

- 32 inches from the end of the female coupling shall be a *circumferential 1/2" wide bold line with H.R.* marked above the line.
- Approximately six inches from the male coupling "*two straps male side*"
- At the midpoint of the hose section shall be a *circumferential 3/4" wide bold line*



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EQUIPMENT

Topic: Hose Inventory, Maintenance, and Testing

Topic No:	2106.01
Date:	01-23-19
Approved:	CDIII
Review Date:	01-23-21
Replaces:	Same, dated 11-25-16

All hose shall be marked with the company colors on each coupling. This shall be completed by each company.

The recommended quantity of hose carried on Engine Companies and in the Station inventory is as follows:

**Attack Hose:**

It is recommended that each Engine company carry at least 600 ft of 1 3/4" and 1100 ft. of 2 1/2" attack hose. More attack hose can be carried at the discretion of the Engine Captain and the Operations Division Chief. All Engine companies should have on their hose rack an amount of 1 3/4" (24 sections) and 2 1/2" (44 sections) hose that is equal to what is carried on the apparatus. Engine Captains should set up their attack hose in accordance with the hazards associated within their individual response districts.

**High Rise Attack Hose:**

Each Engine company shall carry 200' of 2" High Rise Attack hose and 200' of Lightweight 2 1/2" High Rise attack hose in accordance with SOG 2114.04. All Engine companies shall have an equal amount of 2" and Lightweight 2 1/2" High Rise attack hose on their hose rack.

**Supply Hose:**

Non-5" Engine companies shall have a minimum of 48 sections of 3" supply hose. Each non-5" Engine Company shall carry a split bed of 3" supply hose, loaded for a forward lay. Each engine company should carry at least 800 ft. of 3" in each hose bed, space permitting. The remaining sections of 3" are to be stored on the station hose rack.

**5" Engine companies shall have a total of 24 sections of 3" supply hose. 5" Engine Companies shall have a split supply bed and carry at least 800' of 5" supply hose, space permitting, and as much 3" supply hose that can be carried in the other bed. Each 5" Engine company shall have 500' (5 sections) of 5" supply hose and the remainder of their 3" supply hose, to total 30 sections, on their hose rack.**

All Engine Companies shall carry one 35' section of 5" supply hose with Storz couplings and one back-up 35' section of 5" on their hose rack.

Ready Reserve Engines shall have the same hose compliments as that on the first line apparatus.

There shall be no spare hose on the rack for the ready Reserve.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EQUIPMENT

Topic: Hose Inventory, Maintenance, and Testing

Topic No:	2106.01
Date:	01-23-19
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Replaces:	Same, dated 11-25-16

**MAINTENANCE:**

Any hose that is damaged and needs repair or needs to be decommissioned due to date shall be sent to Station 15 via the Warehouse Truck. The hose must be clean and dry, and the damaged area should be clearly marked and easily identifiable. Hose with damaged couplings shall be rolled so the damaged coupling is on the outside.

Instructions for sending hose to Station 15 for maintenance:

1. Officer must log on to The Firehouse Program.
2. Click the "Inventory" icon on task bar at top
3. Click "Browse" and input hose number in "Hose ID" field. Hose ID must be the exact number on the hose - for example 05-100
4. Once the inventory page comes up for the specific section of hose entered, click on the "Maintenance/Test" tab.
5. Click the "Add" tab in the middle of the page above Scheduled Maintenance
6. Click new job.
7. Click on the "Notes" tab.
8. Click "Append." Please tell us what exactly is wrong with the section of hose you are sending Station 15. Be descriptive for example; "hose is leaking approximately 15' from female coupling", "hose is twisted 6' from male coupling," etc. This includes any hose that is to be decommissioned; in the note section, put "hose decommissioned due to date." Make sure to mark damaged area with rag tied around it. Once finished, it will spell check and it will have a time/date stamp along with the F number of the Officer logged in.
9. Use masking tape and mark "TO: Station 15, FROM: your station" and set out for the Warehouse to pick up and deliver to Station 15. The Warehouse will not pick up hose if not labeled correctly.

If a section of hose is sent to Station 15 without completing the Firehouse software component, the section of hose will be sent back. No work will be completed until the Firehouse component is completed.

Once hose is repaired, Station 15 will send the hose to the corresponding Station via the warehouse truck. All hose that has been repaired must be tested by the receiving Company according to the hose testing procedure that follows this section. New fire hose must always be tested by the receiving Company before being placed in service according to the hose testing procedure below.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EQUIPMENT

Topic: Hose Inventory, Maintenance, and Testing

Topic No:	2106.01
Date:	01-23-19
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Review Date:	01-23-21
Replaces:	Same, dated 11-25-16

**HOSE TESTING**

All Department hose shall be tested annually according to the yearly schedule specified by the Division Chief of Operations. All testing shall be completed by the last day of the assigned month. The hose testing schedule will be released by the Operations Division no later than March 15th of each year.

Hose shall be tested to the following service test pressures according to NFPA 1962:

<u>Size</u>	<u>Service Test Pressure</u>
1 3/4"	Test at 300 PSI
2"	Test at 300 PSI
2 1/2"	Test at 300 PSI
3"	Test at 300 PSI
5" (prior to 2018)	Test at 200 PSI
5" (2018 and newer)	Test at 300 PSI
5" (35' sections) *	Test at 200 PSI prior to 2018 Test at 300 PSI 2018 and Newer

**\* PUMP ONLY THROUGH 5" HOSE THAT HAS BEEN TESTED AT 200 PSI OR 300 PSI**

Single jacketed hose of any size or length is considered obsolete and shall not be tested. If any of this hose is encountered, it should be removed from service. Truck companies can use single jacketed 1 3/4" hose for their sump pumps if needed.

The Department decommissions any fire hose that is 15 years or older. Prior to testing remove any hose from service that meets this restriction.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EQUIPMENT

Topic: Hose Inventory, Maintenance, and Testing

Topic No:	2106.01
Date:	01-23-19
Approved:	CDIII
Review Date:	01-23-21
Replaces:	Same, dated 11-25-16

**HOSE TESTING PROCEDURES:**

- A. Officer - log on to Firehouse and print out current inventory. Check accuracy of inventory to the hose being tested, any changes or discrepancies send to the Engine Captain and Lieutenants at Station 15 via their personal DFD email.
- B. Connect lines to outlets on the Engine and attach nozzle. There is no maximum length requirement on hose lines.
- C. Hose lines shall not be attached to outlets at or adjacent to the pump operator.
- D. Fill all lines at hydrant pressure; bleed off air in the line and ensure couplings are tight.
- E. Mark each section of hose at each coupling where the hose attaches with a pencil to determine any separation between the hose and the coupling during the test.
- F. Discharge gates should be open only slightly when pressurizing the hose lines to prevent potential hose-whipping should ruptures occur.
- G. Slowly raise the pump pressure to the desired level and hold that pressure for five minutes (NFPA 1962).
- H. During the test, a nozzle must be attached to a 2-1/2" discharge and be open so that water is flowing from the pump to avoid damaging overheating of the water in the pump.
- I. While the hose is at test pressure, inspect for leaks while standing 15' to the side of the hose.
- J. The hose shall be inspected for hose/coupling separation after the test has been completed and the pressure has been reduced to hydrant pressure.
- K. Hose lengths of 40' or less shall be removed from service.
- L. If the hose is seeping and only the outer jacket is chafed through or has a hole in it, do not send it in for repairs; this hose is serviceable.

Once testing is completed, complete the following steps in the Firehouse:

- 1. Officer must log on to Firehouse using the same Login used for Training input.
- 2. Click the "File" tab at top left and place cursor on "Apparatus, Equipment and Inventory". This opens a new menu to the right, click on "Batch Maintenance/Test Entry."
- 3. Enter your Station number in "Station" field and click Browse.
- 4. Right click anywhere in the list of hose and click "Select all." This will highlight all sections in blue.
- 5. Hold the Control key (CTRL) and click on the individual sections that did not pass

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: OPERATIONS: EQUIPMENT**

**Topic: Hose Inventory, Maintenance, and Testing**

<b>Topic No:</b>	<b>2106.01</b>
<b>Date:</b>	<b>01-23-19</b>
<b>Approved:</b>	<b><i>CDIII</i></b>
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<b>Replaces:</b>	<b>Same, dated 11-25-16</b>

the test, this includes all sections that are out of date. These sections will need to be entered individually according to the "Maintenance" instructions. Once all sections that did not pass are not highlighted, click "Ok."

6. The "Maintenance/Test" page will be on the screen. Click on box next to yellow "Job" window. Double Click "Hose Test."
7. Click on "Details" and complete checklist. This checklist will apply to all hose that passed the hose test.
8. Click on the "Notes" tab.
9. Click "Append" and enter "Annual Hose Test."
10. Click "Save."
11. Complete the instructions for "Maintenance" for each individual section of hose that did not pass the test.

**REFERENCES: NFPA 1962**

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS

Topic: EQUIPMENT ORDERS

Topic No:	2106.02
Date:	04-24-2019
Approved:	CDIII
Review Date:	04-24-2021
Replaces:	NEW

**SUBJECT:** Equipment orders for equipment on apparatus.

**PURPOSE:** To establish procedures for procuring equipment and to ensure consistency with inventory.

**SCOPE:** Applies to all Denver Fire Department personnel functioning in the Operation Division.

### I. INTRODUCTION

The Denver Fire Department has created this guideline to outline the process/procedures for Operations regarding the equipment ordering process. The current apparatus inventory will be considered the approved equipment inventory. Any additional equipment requests outside of lost or replacement requests will need to be accompanied by a written justification. The framework of this process will ensure consistency, timely replacement, ease of usability, and tracking. It is possible to order equipment throughout the calendar year.

### II. STEP BY STEP PROCESS

When the Company Captain is notified of a piece of equipment that is lost or damaged beyond repair, they can begin the process for review and replacement as follows:

- Access the DFD web page.
- Under Operations section open the Equipment Order fillable form.
- Locate the items needed in the drop-down list and complete all required and applicable fields.
- Email this form to [dfdoperations@denvergov.org](mailto:dfdoperations@denvergov.org).
- Ensure a copy of the form is stored at the station for reference if needed.

### III. SPARE EQUIPMENT

If a piece of equipment is needed to maintain operational readiness, it may be possible to acquire a spare from Operations. After the fillable order form is forwarded by email, contact the Assistant Chief or Captain in Operations to inquire about obtaining a spare.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS

Topic: EQUIPMENT ORDERS

Topic No:	2106.02
Date:	04-24-2019
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#### IV. UPDATES AND ADDITIONS

Tools and equipment not found in the catalog may be requested by the Company Captain by sending written correspondence to the Operations Captain and Chief for standard operational equipment or the special Operation Captain and Chief for specialty equipment consideration. The appropriate course of action will be determined prior to the item being placed in the catalog. Courses of action may include, the possibility of research and/or development, or committee discussion. The final approval will be by the Division Chief of Operations.

#### V. SPECIALIZED EQUIPMENT

All special operations equipment needs from technician level companies shall be forwarded to the Special Operations Captain and Chief.

#### VI. REPLACE OR DAMAGED EQUIPMENT

The equipment being replaced or that was damaged will need to be sent to the Operations Captain or Chief to inspect; or cached to be utilized as spares when needed.

#### VII. HELMET SHIELD REPLACEMENT

Company Captains are required to maintain an accurate inventory of helmet shields for their members. Helmet shields will be replaced by Operations if the shield is damaged or lost. Helmet shield replacement is as follows:

- Email [dfdoperations@denvergov.org](mailto:dfdoperations@denvergov.org)
- Detail the company, color, quantity, and rank

If a member transfers and the member would like to keep their helmet shield, they are required to purchase a replacement for the firehouse out of pocket in coordination with the Company Captain. Purchases can be made at the following link.

[ROI FIRE & BALLISTICS EQUIPMENT, INC](#)

Members that retire will be reimbursed by the Association to keep **one** helmet shield for a retirement plaque. This will be facilitated during the retirement process.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: EQUIPMENT  
**Topic:** Cleaning and Inspection of PPE -  
Firefighting Protective Ensemble

<b>Topic No:</b>	<b>2106.08</b>
<b>Date:</b>	<b>05-05-2022</b>
<b>Approved:</b>	<b>RM</b>
<b>Review Date:</b>	<b>05-05-2024</b>
<b>Replaces:</b>	<b>Same, dated 01-27-2022</b>

**PURPOSE:** To give an operational overview for the safe handling, policies, and procedures associated with sending PPE in for cleaning and inspection.

**SCOPE:** Applies to all Denver Fire Department personnel who utilize bunking gear.

**PRIORITY CLEANING**

Sending PPE to the laundry for a **Priority Cleaning** (routine) includes washing the PPE and a visual inspection to check for obvious damage. If any minor repairs are necessary, they will be completed at this time. PPE worn during Fires, Decon, or Asbestos exposure that require cleaning will be designated as **Priority Cleaning**. If a member's PPE is not just dirty, but contaminated, special procedures will be taken in the washing process based on the type of contaminant to ensure the PPE is both safe and sanitary. The special procedures will vary based on the type of contamination.

**Any component of your PPE can be sent in for a Priority Cleaning at any time.**

Members should expect their PPE to be returned to them within one (1) week. If your PPE requires advanced repairs as required by NFPA 1851, the timeline should be increased to about 7-10 days. Returned PPE should be removed from its packaging as soon as possible and inspected to be sure that repairs have been made and the material is dry.

*Please Note: Priority Cleaning does not include an Annual Inspection.*

**ANNUAL INSPECTION**

Structural firefighting protective clothing, including gloves, bunking gear, hoods, shrouds, helmets, and structure boots shall be cleaned and inspected according to the manufacturer's instructions as needed, and at least once every 12 months per NFPA standards. This is known as the **Annual Inspection**. If the PPE has not been sent in to be inspected within the calendar year, members will send them in according to the **Annual PPE Pick Up Schedule** (attached).

When the washing process is completed, an advanced inspection will be performed on the entire ensemble. The advanced inspection includes:

- A hydrostatic test of the vapor barrier in six locations.
- A light test to verify that there has not been any migration of the batting in the thermal layer.
- An inspection of the outer shell.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: EQUIPMENT  
**Topic:** Cleaning and Inspection of PPE -  
Firefighting Protective Ensemble

<b>Topic No:</b>	<b>2106.08</b>
<b>Date:</b>	<b>05-05-2022</b>
<b>Approved:</b>	<b><i>RM</i></b>
<b>Review Date:</b>	<b>05-05-2024</b>
<b>Replaces:</b>	<b>Same, dated 01-27-2022</b>

- A light test to ensure that the reflective material is in good condition. Reflective material can appear to be in good condition and have lost a large portion of its reflective properties.
- Major repairs will also be conducted at this time. These repairs may affect the return of the PPE by 7-10 days.
- A tag will be placed on your PPE indicating when the **Annual Inspection** was completed.

The entire cleaning and inspection process is a safety and wellness issue that is focused on ensuring the health and safety of the firefighter, both in the short and long term.

**PREPARING BUNKING COATS AND PANTS FOR SHIPMENT**

Members should take the following steps to send their PPE (structural firefighting coats and pants) in for Priority Cleaning or Annual Inspection:

1. **Obtain and complete a copy of the DFD Bunking Gear Cleaning Form.** The most recent version of this form can be obtained from the DFD intranet under Warehouse Forms. All fields on this form must be completed. Proper completion of this form facilitates handling and tracking of your PPE. The most current version of the form should be used because it provides all the necessary information. This form also contains two (2) check boxes that indicate **Priority Cleaning (routine)** or **Annual Inspection (yearly)**. Please check the one that applies to the gear you are sending in.
2. **If the PPE is contaminated, indicate that fact on the Bunker Gear Cleaning Form. Clearly indicate the name of the suspected contaminant.** Examples of contaminants include asbestos, body fluids, gasoline, diesel, and other hazardous materials. Bagging PPE after a fire does not require a yellow bag unless it has been contaminated from the above list. Documentation of the type of contaminant is important for two reasons: First, the personnel who are responsible for transporting, cleaning, and inspecting the PPE will be alerted to take appropriate safety precautions. Second, the cleaning staff will follow cleaning procedures that are specific to the type of contamination that is in the garment.
3. **Gather the complete set of PPE that requires the Annual Cleaning and Inspection.** Gathering a complete set of PPE is important because while one part of the ensemble might appear clean, the laundry process includes an inspection during the Annual Inspection (as defined by NFPA 1851). Every attempt should be made to send in bunker gear with corresponding serial numbers. The first two numbers in the serial number indicate the year of manufacture (12XXXXX). The first two numbers must match on the coat and pant. You can also reference the date of manufacture (DOM) to confirm the set was made on the same date. This will confirm the PPE is inspected as an issued set. Often problems that are not apparent are uncovered during this inspection. Based on the findings of this advanced

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: EQUIPMENT  
**Topic:** Cleaning and Inspection of PPE -  
Firefighting Protective Ensemble

<b>Topic No:</b>	<b>2106.08</b>
<b>Date:</b>	<b>05-05-2022</b>
<b>Approved:</b>	<b>RM</b>
<b>Review Date:</b>	<b>05-05-2024</b>
<b>Replaces:</b>	<b>Same, dated 01-27-2022</b>

inspection, repairs can be made or the PPE can be decommissioned. The equipment that should be gathered includes gloves, structure boots, and hoods that are contaminated with asbestos (hoods are on an exchange program; no one will have their own hood anymore). **When a set of PPE is sent in due to asbestos contamination, the hoods, shrouds, structure boots, and gloves shall also be sent for cleaning.**

4. **Gather the proper shipping materials.** The shipping materials include shipping envelopes and laundry bags. Laundry bags come in blue and yellow. PPE that is not contaminated should be shipped in a blue laundry bag. Contaminated gear must be placed in a yellow laundry bag. **The contaminated gear MUST be double bagged.** The purpose of using colored bags is twofold: First, using yellow and blue bags reduces the chance that the PPE will be confused with trash or biohazard and disposed of in error. Second, using different colored bags allows everyone to easily identify contaminated PPE.
5. **Remove all tools, equipment, and personal effects from the pockets of the ensemble.** This includes all equipment except the DRD (drag rescue device).
6. **Package the coat and pant together in a laundry bag.** Neatly fold the PPE and try to remove any excess air from the inside of the laundry bag. Removing the air facilitates shipping to the laundry facility. Once the air is removed, tie a knot in the laundry bag to close the bag. Do not use tape to seal the bag. Tape can cause the laundry bag to tear, exposing people who handle the bag to any possible contamination.
7. **Attach the DFD Bunker Gear Cleaning Form to the laundry bag(s).** The form should be in a shipping envelope. Shipping envelopes are available from the Warehouse. Do not attach the paperwork or shipping envelope with tape. Tape can cause the laundry bag to tear.
8. **Send the completed package to the District Chief's House.** In the event of a large number of members that require PPE cleaning and inspection, the company officer or District Chief can contact the DFD Warehouse to arrange a priority pick up. Sending the PPE to the District Chief's station for pick up is considered the normal method of delivery.
9. **Clearly mark any accessory items that you need laundered with your name and FD ID number.** This includes bunking gear, firefighting gloves, structure boots, suspenders, and helmets. Cleaning of all the items listed above are included in the laundry vendor's current contract with the DFD.



## METER REPAIR FORM

COMPANY \_\_\_\_\_

METER  
(Select One)

MultiRAE

ToxiRAE Pro(CO<sub>2</sub>)

ToxiRAE 2(CO)

TIF Meter

Canberra

Meter Problem:

Repairs:

Officer: \_\_\_\_\_

Officer Signature: \_\_\_\_\_

Date \_\_\_\_\_

This form must be emailed to [Station9Meters@denvergov.org](mailto:Station9Meters@denvergov.org) or accompany the meter to Station 9 for meter repairs. If you have questions, please contact a meter technician at station 9 with questions. Meters cannot be repaired without this form signed by an officer. A replacement meter will be issued if one is available. If no reserve meter is available contact your District Chief and Dispatch so the response matrix can be updated.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: EQUIPMENT  
**Topic:** Cleaning and Inspection of PPE -  
Firefighting Protective Ensemble

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**REFUSAL OF PPE SHIPMENTS**

The Vendor can refuse any shipments that:

- Are contaminated, but the contaminant (or suspected contaminant) is not identified.
- Have the bag closed with tape.
- Do not have the correct paperwork (filled out completely).
- Have the paperwork attached to the bag with tape.
- Are shipped in trash or biohazard bags.

**PRIORITY CLEANING PICK UP**

- Gear designated as Priority Cleaning will need to be taken to the respective Chief’s House for pick up. District Chiefs will inform the Quartermaster via e-mail at [dfdwarehouse@denvergov.org](mailto:dfdwarehouse@denvergov.org) regarding the need for pick up. Gear will be picked up the next day. This will give all companies adequate time to get the gear to the District Chief’s House.
- The vendor will arrive at the designated station between 1000–1400 hours and will have access to the stations via a garage door opener. Per our agreement, the driver will be vetted through the City requirements as well as have a background check. The driver will pick up the PPE from a central location in the bay area.
- The gear will be returned to the same location in the bay that it was picked up from. The vendor WILL NOT place gear in individual lockers in the stations.

**ANNUAL INSPECTION PICK UP**

- Each week a reminder e-mail is sent to the affected company officers reminding them that their annual cleaning/inspection is upcoming (schedule attached).
- This process does not require intervention of the District Chief. The vendor will pick up the gear from that designated station according to the **Annual PPE Schedule**. PPE is picked up on Tuesday and returned on Friday unless major repairs are required.

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section:** OPERATIONS: EQUIPMENT  
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<b>Topic No:</b>	<b>2106.08</b>
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<b>Replaces:</b>	<b>Same, dated 01-27-2022</b>

**ANNUAL PPE PICK UP SCHEDULE**

<b>Companies</b>	<b>Dates</b>	
E23, TR23	1 <sup>st</sup> Tuesday in January	1 <sup>st</sup> Tuesday in July
E30, E36	2 <sup>nd</sup> Tuesday in January	2 <sup>nd</sup> Tuesday in July
E28, T28, D07 D7 Rovers	3 <sup>rd</sup> Tuesday in January	3 <sup>rd</sup> Tuesday in July
E25	4 <sup>th</sup> Tuesday in January	4 <sup>th</sup> Tuesday in July
E37, T38	1 <sup>st</sup> Tuesday in February	1 <sup>st</sup> Tuesday in August
E07, E17, E20	2 <sup>nd</sup> Tuesday in February	2 <sup>nd</sup> Tuesday in August
E09, TR09	3 <sup>rd</sup> Tuesday in February	3 <sup>rd</sup> Tuesday in August
E12, T12, D06 D6 Rovers	4 <sup>th</sup> Tuesday in February	4 <sup>th</sup> Tuesday in August
E16, T16	1 <sup>st</sup> Tuesday in March	1 <sup>st</sup> Tuesday in September
E21, E24 D03, D3 Rovers	2 <sup>nd</sup> Tuesday in March	2 <sup>nd</sup> Tuesday in September
E22, TR22	3 <sup>rd</sup> Tuesday in March	3 <sup>rd</sup> Tuesday in September
E13, E05	4 <sup>th</sup> Tuesday in March	4 <sup>th</sup> Tuesday in September
E29, T02, D05 D5 Rovers	1 <sup>st</sup> Tuesday in April	1 <sup>st</sup> Tuesday in October
E27, TR27	2 <sup>nd</sup> Tuesday in April	2 <sup>nd</sup> Tuesday in October
E26, T26, E39	3 <sup>rd</sup> Tuesday in April	3 <sup>rd</sup> Tuesday in October
E14, E18	4 <sup>th</sup> Tuesday in April	4 <sup>th</sup> Tuesday in October
E15, T15, D04 D4 Rovers	1 <sup>st</sup> Tuesday in May	1 <sup>st</sup> Tuesday in November
E08, T08	2 <sup>nd</sup> Tuesday in May	2 <sup>nd</sup> Tuesday in November
E19, T19	3 <sup>rd</sup> Tuesday in May	3 <sup>rd</sup> Tuesday in November
E10, E03, R02	4 <sup>th</sup> Tuesday in May	4 <sup>th</sup> Tuesday in November
E01, TR01, OPS2	1 <sup>st</sup> Tuesday in June	1 <sup>st</sup> Tuesday in December
E06	2 <sup>nd</sup> Tuesday in June	2 <sup>nd</sup> Tuesday in December
E11, R01	3 <sup>rd</sup> Tuesday in June	3 <sup>rd</sup> Tuesday in December
TR04, D02 D2 Rovers	4 <sup>th</sup> Tuesday in June	4 <sup>th</sup> Tuesday in December

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: OPERATIONS: EQUIPMENT**

**Topic: Hose and Equipment Identification**

<b>Topic No:</b>	<b>2106.09</b>
<b>Date:</b>	<b>01-23-19</b>
<b>Approved:</b>	<b>CDIII</b>
<b>Review Date:</b>	<b>01-23-21</b>
<b>Replaces:</b>	<b>Same, dated 09-01-17</b>

**PURPOSE:** To identify Company color designations for DFD apparatus hose and equipment.

**SCOPE:** Applies to all Denver Fire Department Operations Division Personnel.

Company Color designation for Denver Fire apparatus hose and equipment is as follows. It is required that all hose and equipment be clearly marked with their respective colors. This will assist in minimizing problems which arise because of multi-company operations and day-to-day tracking of assigned equipment and hose.

District	Apparatus	Base Color	Stripe Color
2	Engine 1	Red	Yellow
2	Dive Unit	Red	Yellow
2	Tower 1	Red	Red
2	Collapse	Red	Black
2	Engine 3	Red	Grey
2	Truck 4	Yellow	Orange
2	Engine 6	Red	White
2	Engine 11	Red	Blue
2	Rescue 1	Red	White/Blue

3	Engine 5	Green	Red
4	Engine 5 Ready Reserve (E31)	White	Pink
3	Engine 13	Green	White
3	Engine 16	Green	Black
3	Truck 16	Green	Blue
3	Engine 21	Green	Orange
3	Engine 22	Green	Yellow
3	Engine 22 Ready Reserve (E09)	Green	Pink
3	Truck 22	Green	Grey
3	Engine 24	Green	Brown

4	Engine 8	White	Red
4	Truck 8	White	White
4	Engine 10	White	Black
4	Engine 15	White	Green
4	Truck 15	White	Blue
4	Engine 19	White	Orange
4	Tower 19	White	Yellow
4	Engine 18	White	Grey

District	Apparatus	Base Color	Stripe Color
5	Truck 2	Orange	Black
5	Engine 14	Orange	Yellow
5	Engine 26	Orange	Blue
5	Truck 26	Orange	Orange
5	Rescue 2	Red/wh	Blue/G
5	Engine 27	Orange	Green
5	Tower 27	Orange	Red
5	Truck 27 Ready Reserve (T38)	Orange	Pink
5	Engine 29	Orange	White

6	Engine 7	Black	Red
6	Engine 9	Black	Yellow
6	Hamer 1	Red	Orange
6	Tower 9	Black	Black
6	Engine 12	Black	White
6	Truck 12	Black	Blue
6	Engine 17	Black	Green
6	Engine 17 Ready Reserve (E02)	Black	Pink
6	Engine 20	Black	Orange

7	Engine 23	Blue	Brown
7	Truck 23	Blue	Grey
7	Engine 25	Blue	Red
7	Engine 28	Blue	Green
7	Engine 25 Ready Reserve (E05)	Blue	Pink
7	Truck 28	Blue	Blue
7	Engine 30	Blue	White
7	Engine 36	Blue	Black
7	Engine 37	Blue	Orange
7	Truck 38	Blue	Yellow

Training	Engine	Orange	Black
Training	Truck	White	Black

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: EQUIPMENT  
**Topic:** Knox Box Keys

<b>Topic No:</b>	<b>2106.10</b>
<b>Date:</b>	<b>08-31-17</b>
<b>Approved:</b>	<b><i>CDIII</i></b>
<b>Review Date:</b>	<b>08-31-19</b>
<b>Replaces:</b>	<b>Same, dated 09-17-15</b>

**PURPOSE:** To maintain the security and accountability of Knox Box Keys assigned to the Operations Division.

**SCOPE:** Applies to all Chief and Company Officers

Chief and Company Officers shall ensure the security and accountability of all Knox Box keys assigned to them at all times.

Knox Box keys are not to be left unattended in the apparatus or Chief's car unless it is securely parked inside of a firehouse. If guests are present in the firehouse, it shall be the responsibility of all Chief and Company Officers to maintain the security and accountability of the keys.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EQUIPMENT  
Topic: Firefighting Protective Hoods

Topic No:	2106.11
Date:	04-14-16
Approved:	CD
Review Date:	04-14-19
Replaces:	Same, dated 11-05-15

**PURPOSE:** To provide for the use, distribution, care, and cleaning of firefighting protective hoods.

**SCOPE:** Applies to all Operations personnel.

**OVERVIEW:**

The Denver Fire Department has adopted a structured program for protective hoods. Recent research has indicated that toxic particles and chemicals that may be carcinogenic which are found in smoke and other byproducts of combustion can attack a firefighter's skin, especially where fire hoods protect the neck and head. To address this issue and to reduce and prevent firefighter exposure to these chemicals and particles, the hood program has been initiated.

Dirty hoods will be collected from members who operated directly in the IDLH fire area after structure fires and other IDLH incidents where dangerous or toxic chemicals are present in the atmosphere.

Clean hoods will be issued to members at the scene of these incidents after dirty hoods are collected, following the guidelines listed below.

**I. DISTRICT CHIEF RESPONSIBILITIES**

- A.** Each District Chief keeps and maintains two plastic bins filled with clean protective hoods. They also have empty plastic bins for collecting dirty hoods.
- B.** As fire incidents, training fires utilizing class A materials, and other IDLH responses come under control, the District Chief conducts the hood exchange as follows;
  - 1. The Chief collects dirty hoods from members into the plastic bin labeled "DIRTY". One laundry bag of each color specified in DFD SOG 2106.08 is to be kept in each empty dirty bin for packaging on scene.
  - 2. A clean hood is then issued on scene to the member once they have turned in their dirty hood.
  - 3. Only members that operated on scene inside the IDLH environment shall participate in the hood exchange. If Companies responded on the assignment to the call but did not actually enter the IDLH area, they do not exchange their hoods.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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Topic No:	2106.11
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- C. District Chiefs oversee the transportation of dirty hoods back to the Chief's house utilizing the basket or compartment area of an Engine or Truck Company that is preferably assigned to the Chief's house. Dirty hoods shall not be carried within the passenger compartment of Chief's vehicles, unless they are properly bagged and sealed in an approved contaminant bag.
- D. District Chiefs direct the packaging of dirty hoods for cleaning in accordance with DFD SOG 2106.08. Members utilize the correct color of laundry bag based upon whether the hoods are dirty or presumed contaminated.
- E. District Chiefs maintain a target inventory of 32 hoods in each bin of clean hoods. If the hood inventory drops to 24 hoods or less, Chiefs are directed to contact the Warehouse and the Quartermaster will send out the correct amount of hoods to bring the inventory back up to 32 hoods in each bin. Email is the preferred method to confirm the replacement order for hoods with the Warehouse. Utilize the following email address: [DFDwarehouse@denvergov.org](mailto:DFDwarehouse@denvergov.org)
- F. District Chiefs may issue replacement hoods to Department members from their stock when a member's hood becomes worn out. The District Chief ensures that the member utilizes a DFD Form FD U-2. This form is located at Downloadable Forms > Operations > Personal Safety Equipment Request. District Chiefs will mark the quantity received on the form and then forward the completed form to the DFD Warehouse for inventory control purposes.

II. COMPANY OFFICER RESPONSIBILITIES

- A. Company Officers are to familiarize themselves with the District Chief responsibilities listed above so that they can assist and comply with the hood program guidelines.
- B. Company Officers verify that members exchange hoods at the scene per the guidelines above.
- C. Company Officers facilitate the transportation and packaging of dirty hoods after incidents to maintain good flow in the cleaning and replacement process.
- D. Company Officers ensure that members utilize the Department FD U-2 form when getting replacement hoods at other than an incident scene.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EQUIPMENT  
Topic: Firefighting Protective Hoods

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**III. MEMBER RESPONSIBILITIES**

- A. Members are to familiarize themselves with Company Officer responsibilities listed above so that they can assist and comply with the hood program guidelines.
- B. Members that operated within an IDLH area at emergency scenes shall exchange hoods with the District Chief prior to leaving the scene of the incident.
- C. Members assist Company Officers with the transportation and packaging of dirty hoods after incidents and training fires utilizing class A materials to maintain good flow in the cleaning and replacement process. Members are to note the number of dirty / contaminated hoods in the bag that is sent to the Warehouse on the Bunker Cleaning Form, rev. 7/30/13. This form is located at Downloadable Forms > Warehouse > Warehouse Forms.
- D. Members are directed to wash the dirty hoods bin with soap and water. After drying the bin, it is to be placed back into service in the Chief's car with one laundry bag of each color as specified in DFD SOG 2106.08 placed inside the bin.
- E. Members shall utilize the Department FD U-2 form when getting replacement hoods at other than an incident scene or training burn from their District Chief. Members may also get replacement hoods from the DFD Quartermaster / Warehouse using the same procedure as in the past by utilizing the FD U-2 form and securing the District Chief's signature prior to presenting the form at the Warehouse.

**IV. QUARTERMASTER / WAREHOUSE RESPONSIBILITIES**

- A. The Quartermaster as well as Warehouse staff members will familiarize themselves with the guidelines of this SOG.
- B. The Quartermaster will maintain a target stock level of 100 hoods in an effort to maintain an adequate stock for replacement under the hood program. Not all the hoods need to be new hoods. They can be clean hoods that have been received back from the cleaning company that are included in the target total of 100 hoods.
- C. Once the Quartermaster receives a batch of dirty hoods from a District Chief after a fire, the Warehouse will send the hoods out to the cleaning company in a timely fashion and take care to facilitate the efficient flow of shipping and receiving within the hood cleaning process.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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- D. After a batch of dirty hoods is received by the Quartermaster, or after the Quartermaster has been advised via email that a batch of dirty hoods is on the way, this triggers the shipment of a clean batch of hoods back to the District Chief's house. The quantity of hoods should match the quantity of dirty hoods that was sent in and noted on the Bunker Cleaning Form.
  
- E. The Quartermaster / Warehouse will continue to issue replacement hoods to members on a single basis utilizing the same process as before where a member presents a completed FD U-2 form with a District Chief's signature in order to receive a new or clean hood. The process does not guarantee that the member will receive a new hood as before, but the hood that is issued will be clean and serviceable.

# Product Wear Trial and Testing Evaluation

Description of product \_\_\_\_\_

Length of evaluation period \_\_\_\_\_

Name of Evaluator \_\_\_\_\_

Date of receipt of product to be tested \_\_\_\_\_

Receipt date and # of evaluation \_\_\_\_\_ # of \_\_\_\_\_

The positives about this product are:

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The negative about this product are:

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My recommendations to improve the product to meet our intended application are:

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**I would or would not recommend this product for our use based on my experience with this product (in its current configuration) during the testing period because** \_\_\_\_\_

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# Product Wear Trial and Testing Evaluation

Description of product \_\_\_\_\_

Length of evaluation period \_\_\_\_\_

Name of Evaluator \_\_\_\_\_

Date of receipt of product to be tested \_\_\_\_\_

Receipt date and # of evaluation \_\_\_\_\_ # \_\_\_\_\_ of \_\_\_\_\_

Rate the test product based on the criteria listed below in comparison to what is currently in use or based upon intended use of the product. In the following categories make only one judgment for each selection at the right

Product being tested is	Worse 1-4	The Same 5	Better 6-8	Far Better 10+?
Sizing and Fit				
Design and Appearance				
Over All Weight				
Closure System				
Ease of Mobility/Dexterity				
Thermal Protection				
Cut/Abrasion Protection				
Donning & Doffing				
Ease of use				
Maintenance requirements				
Met the need of the application				
Overall rating				
Please give an approximate number of times the product was used under the listed conditions	Number of times used in daily Operations	Number of times used in emergency responses	Number of times used in training applications	Number of times used in miscellaneous applications

On the following page please answer the following questions as complete and honestly as possible.

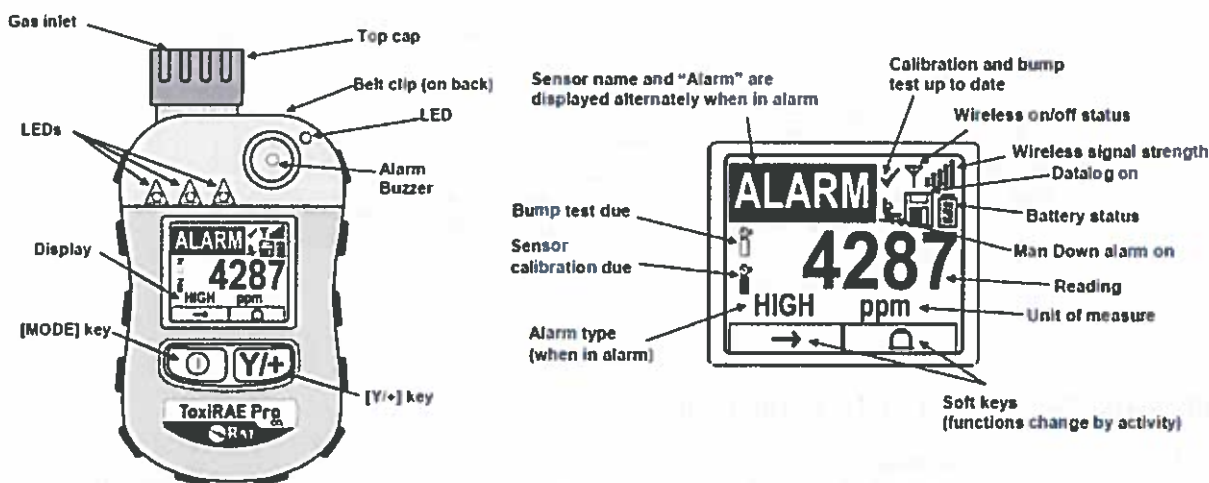
DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EQUIPMENT  
 Topic: Meter Usage and Calibration for  
 ToxiRAE Pro CO<sub>2</sub>

Topic No:	2106.13 <i>(Note: Same as 2111.23a)</i>
Date:	10-31-18
Approved:	CDIII
Review Date:	10-31-20
Replaces:	Same, dated 10-04-17

The ToxiRAE Pro CO<sub>2</sub>'s user interface consists of the display, four LEDs, an alarm buzzer, and two keys, [MODE] and [Y/+]. The LCD displays real-time readings in specified measurement units, sensor type, alarm type (when in alarm, including cal. overdue), battery status, and datalog.



To turn the ToxiRAE Pro CO<sub>2</sub> on, press and hold [MODE] for 3 seconds.

1. When the ToxiRAE Pro CO<sub>2</sub> turns on, the buzzer, vibration alarm, and LEDs are tested.
2. A battery test is performed. If the battery has sufficient charge, then the next step is a self-test of the system. **Note:** If the battery is almost fully discharged, the message "Battery too low! Needs charging. Powering off!" shows in the display and the ToxiRAE Pro CO<sub>2</sub> shuts off. You must charge the battery before you can use the instrument.
3. Self-testing is performed by the ToxiRAE Pro CO<sub>2</sub>.

For any of these error types, try restarting the instrument. If the error message appears again after one more attempt to restart the instrument, consult [Station 9](#) for technical support.

To turn the ToxiRAE Pro CO<sub>2</sub> off, press and hold [MODE]. In 2 seconds, a 5-second countdown to shutoff begins, accompanied by one buzzer beep per second. You must hold your finger on the key for the entire shutoff process. If you remove your finger from the key during the countdown, the shutoff operation is canceled and the ToxiRAE Pro CO<sub>2</sub> continues normal operation.

When you see "Unit Off," release your finger from the [MODE] key. The ToxiRAE Pro CO<sub>2</sub> is now off.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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**Topic:** Meter Usage and Calibration for  
ToxiRAE Pro CO<sub>2</sub>

<b>Topic No:</b>	<b>2106.13</b> <i>(Note: Same as 2111.23a)</i>
<b>Date:</b>	<b>10-31-18</b>
<b>Approved:</b>	<b>CDIII</b>
<b>Review Date:</b>	<b>10-31-20</b>
<b>Replaces:</b>	<b>Same, dated 10-04-17</b>

**Calibration schedule**

It will be the responsibility of the company Captain for ensuring that their meters are operating correctly. The ToxiRAE Pro shall be calibrated in the months of January, April, July, and October. Companies will use their station number to correspond with day of the month to calibrate their meter. Stations 36, 37, and 38 will use the end of the month as their calibration date.

All of the data from the calibration stations will be maintained at **Station 9**.

The AutoRAE calibration stations shall be maintained by the Truck Company Captain assigned to the District Chief's house and the Engine 24 Captain in District 3. All needed equipment will be ordered from the Special Operations Chief.

If the calibration FAILS after the 2<sup>nd</sup> attempt, contact **Station 9** for technical support. If the meter needs to be sent to Station 9 for repairs, please fill out the fillable meter repair form (see Attachment 'Meter Repair Form:'). The form is located in the DFD downloadable forms or Target solutions file center. Then email it to [Station9Meters@denvergov.org](mailto:Station9Meters@denvergov.org). No repairs will be made unless this form has been filled out and received by the members of Station 9.

Each District Chief will have a spare CO<sub>2</sub> meter.

**ATTACHED:** Meter Repair Form

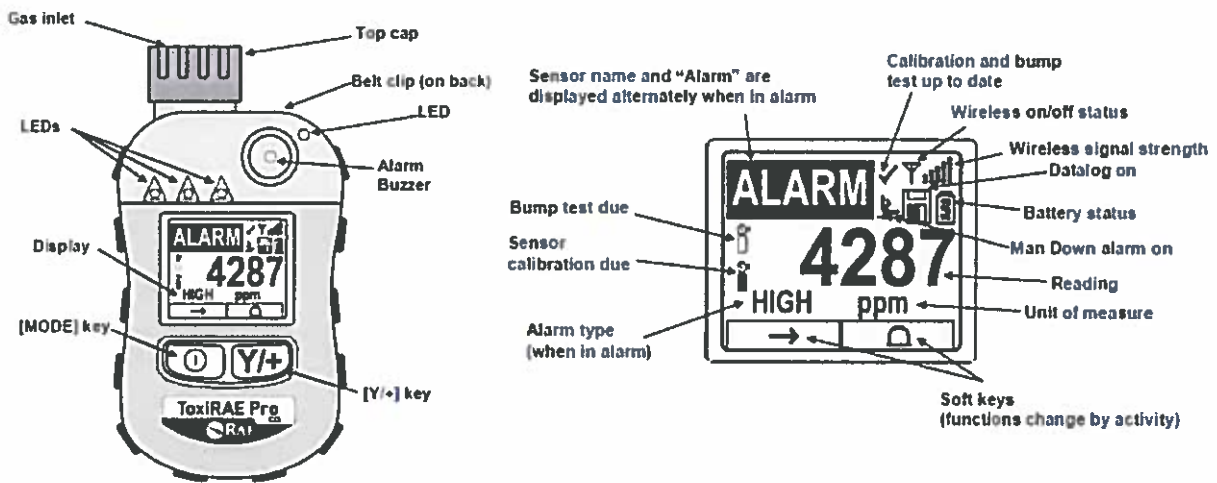
DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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Replaces:	Same, dated 10-04-17

The ToxiRAE Pro CO<sub>2</sub>'s user interface consists of the display, four LEDs, an alarm buzzer, and two keys, [MODE] and [Y/+]. The LCD displays real-time readings in specified measurement units, sensor type, alarm type (when in alarm, including cal. overdue), battery status, and datalog.



To turn the ToxiRAE Pro CO<sub>2</sub> on, press and hold [MODE] for 3 seconds.

1. When the ToxiRAE Pro CO<sub>2</sub> turns on, the buzzer, vibration alarm, and LEDs are tested.
2. A battery test is performed. If the battery has sufficient charge, then the next step is a self-test of the system. **Note:** If the battery is almost fully discharged, the message "Battery too low! Needs charging. Powering off!" shows in the display and the ToxiRAE Pro CO<sub>2</sub> shuts off. You must charge the battery before you can use the instrument.
3. Self-testing is performed by the ToxiRAE Pro CO<sub>2</sub>.

For any of these error types, try restarting the instrument. If the error message appears again after one more attempt to restart the instrument, consult [Station 9](#) for technical support.

To turn the ToxiRAE Pro CO<sub>2</sub> off, press and hold [MODE]. In 2 seconds, a 5-second countdown to shutoff begins, accompanied by one buzzer beep per second. You must hold your finger on the key for the entire shutoff process. If you remove your finger from the key during the countdown, the shutoff operation is canceled and the ToxiRAE Pro CO<sub>2</sub> continues normal operation.

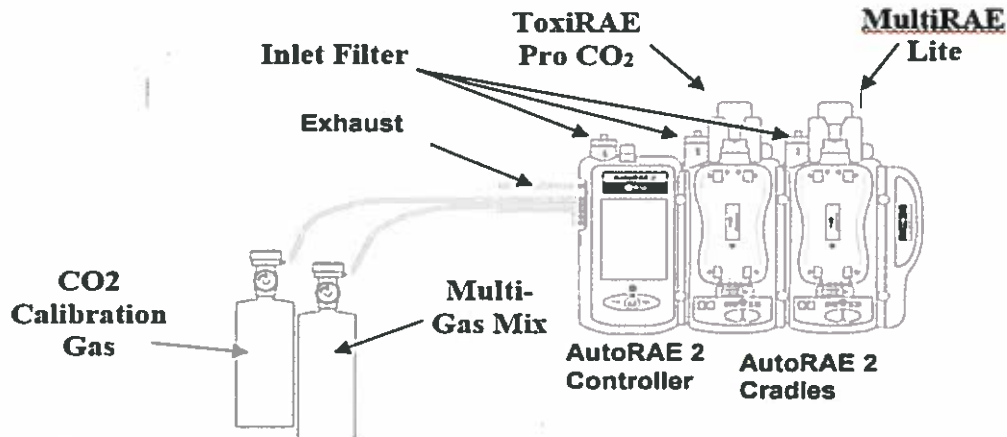
When you see "Unit Off," release your finger from the [MODE] key. The ToxiRAE Pro CO<sub>2</sub> is now off.



Topic No:	2106.13 <i>(Note: Same as 2111.23a)</i>
Date:	10-31-18
Approved:	CDIII
Review Date:	10-31-20
Replaces:	Same, dated 10-04-17

## STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EQUIPMENT  
 Topic: Meter Usage and Calibration for  
 ToxiRAE Pro CO<sub>2</sub>

CALIBRATING THE TOXIRAE PRO CO<sub>2</sub> USING THE AUTORAE 2 SYSTEM**Place the ToxiRAE Pro CO<sub>2</sub> in the cradle:**

1. Make sure the instrument is turned off.
2. Place the instrument into the cradle face-down, making sure that it is aligned correctly.
3. Press in on the capture mechanism to lock the instrument in place.

When you place an instrument in the cradle and lock the capture mechanism, the instrument begins charging and is automatically warmed up.

**Calibrate**

1. Once the warm-up has been completed the BUMP & CAL lights should turn from amber to green. Press the CAL button and wait for the screen on the controller to display [CAL REQ]

Calibration will automatically start in 30 seconds or push START to by-pass the delay. It takes approximately 60 seconds to calibrate the ToxiRAE Pro.

The AutoRAE 2 Controller should display PASS below the CALIBRATE column and to the right of the ToxiRAE Pro CO<sub>2</sub> Instrument. Release the capture mechanism on the cradle and remove the ToxiRAE Pro CO<sub>2</sub> monitor.

To return the ToxiRAE Pro back to normal mode scroll down until exit and select. Your monitor is now calibrated and operating normally.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EQUIPMENT  
Topic: Meter Usage and Calibration for  
ToxiRAE Pro CO<sub>2</sub>

Topic No:	2106.13 <i>(Note: Same as 2111.23a)</i>
Date:	10-31-18
Approved:	CDIII
Review Date:	10-31-20
Replaces:	Same, dated 10-04-17

**Calibration schedule**

It will be the responsibility of the company Captain for ensuring that their meters are operating correctly. The ToxiRAE Pro shall be calibrated in the months of January, April, July, and October. Companies will use their station number to correspond with day of the month to calibrate their meter. Stations 36, 37, and 38 will use the end of the month as their calibration date.

All of the data from the calibration stations will be maintained at **Station 9**.

The AutoRAE calibration stations shall be maintained by the Truck Company Captain assigned to the District Chief's house and the Engine 24 Captain in District 3. All needed equipment will be ordered from the Special Operations Chief.

If the calibration FAILS after the 2<sup>nd</sup> attempt, contact **Station 9** for technical support. If the meter needs to be sent to Station 9 for repairs, please fill out the fillable meter repair form (see Attachment 'Meter Repair Form:'). The form is located in the DFD downloadable forms or Target solutions file center. Then email it to [Station9Meters@denvergov.org](mailto:Station9Meters@denvergov.org). No repairs will be made unless this form has been filled out and received by the members of Station 9.

Each District Chief will have a spare CO<sub>2</sub> meter.

**ATTACHED:** Meter Repair Form



**METER REPAIR FORM**

COMPANY \_\_\_\_\_

METER  
(Select One)

MultiRAE

ToxiRAE Pro(CO<sub>2</sub>)

ToxiRAE 2(CO)

TIF Meter

Canberra

Meter Problem:

Repairs:

Officer: \_\_\_\_\_

Officer Signature: \_\_\_\_\_

Date \_\_\_\_\_

This form must be emailed to [Station9Meters@denvergov.org](mailto:Station9Meters@denvergov.org) or accompany the meter to Station 9 for meter repairs. If you have questions, please contact a meter technician at station 9 with questions. Meters cannot be repaired without this form signed by an officer. A replacement meter will be issued if one is available. If no reserve meter is available contact your District Chief and Dispatch so the response matrix can be updated.

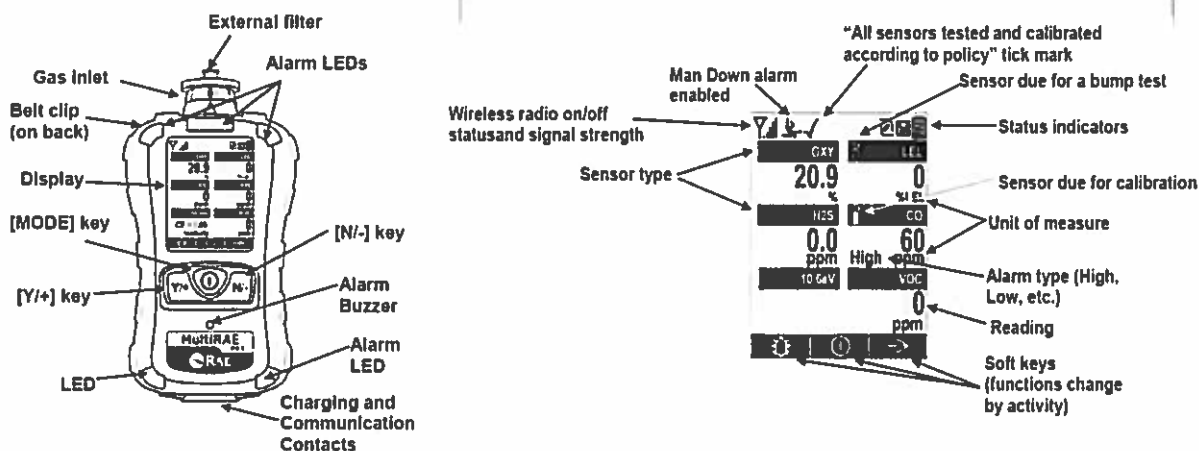
DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EQUIPMENT  
 Topic: MultiRAE Lite

Topic No:	2106.14
Date:	10-31-18
Approved:	CDIII
Review Date:	10-31-20
Replaces:	Same, dated 10-04-17

The MultiRAE's user interface consists of the display and three keys, [Y/+], [MODE] and [N/-]. The LCD displays information such as oxygen, lower explosive, carbon monoxide, and hydrogen sulfide real-time readings, measurement units, alarm type (when in alarm, including calibration overdue), battery and pump status, datalogging status.



**OPERATING PROCEDURE:**

To turn the MultiRAE Lite on, press and hold the [MODE] key until the beep sounds and the display and LED alarm lights turn on, and then release. The RAE Systems logo should appear first. This is followed by a progression of screens that tell you the MultiRAE's current settings.

Then the MultiRAE's main reading screen appears. It may take a few minutes for sensors to show a reading, so if any have not warmed up by the time the main screen is shown, you will see "---" instead of a numerical value until the sensor provides data (typically less than 2 minutes).

As the MultiRAE Lite performs its self-test it has an option to complete the warm-up process and an option to perform a fresh air calibration. Note: It is recommended that a fresh air calibration be performed before each use and should be completed outside, away from the incident in a clean air environment.

**Note:** If the battery is completely empty, then the display briefly shows the message "Battery Fully Discharged," and the MultiRAE shuts off. You should charge the battery or replace it with a fully charged battery before turning it on again.

To turn the MultiRAE Lite off, press and hold [MODE]. A 5-second countdown to shutoff begins. You must hold your finger on the key for the entire shutoff process until the MultiRAE is powered off.

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: OPERATIONS: EQUIPMENT**  
**Topic: MultiRAE Lite**

<b>Topic No:</b>	<b>2106.14</b>
<b>Date:</b>	<b>10-31-18</b>
<b>Approved:</b>	<b>CDIII</b>
<b>Review Date:</b>	<b>10-31-20</b>
<b>Replaces:</b>	<b>Same, dated 10-04-17</b>

The MultiRAE Lite is utilized on all of our truck companies and certain engine companies. The monitor has been configured with four sensors; Lower explosive Limit (LEL), Oxygen (O<sub>2</sub>), Carbon Monoxide (CO), and Hydrogen Sulfide (H<sub>2</sub>S).

These sensors have been configured with ranges that they are capable of measuring with in and have alarm limits for our protection. Below are the specifications that should be noted for each sensor.

**LOWER EXPLOSIVE LIMIT (LEL)%**

Range: 0-100%  
Low Alarm Limit: 10%  
High Alarm Limit: 20%

**OXYGEN (O<sub>2</sub>)%**

Range: 0-30%  
Low Alarm Limit: 19.5%  
High Alarm Limit: 23.5%

**CARBON MONOXIDE (CO) Parts Per Million (ppm)**

Range: 0-500ppm  
Low Alarm Limit: 35ppm  
High Alarm Limit: 200ppm

**HYDROGEN SULFIDE ( H<sub>2</sub>S) Parts Per Million (ppm)**

Range: 0-200ppm  
Low Alarm Limit: 10ppm  
High Alarm Limit: 20ppm

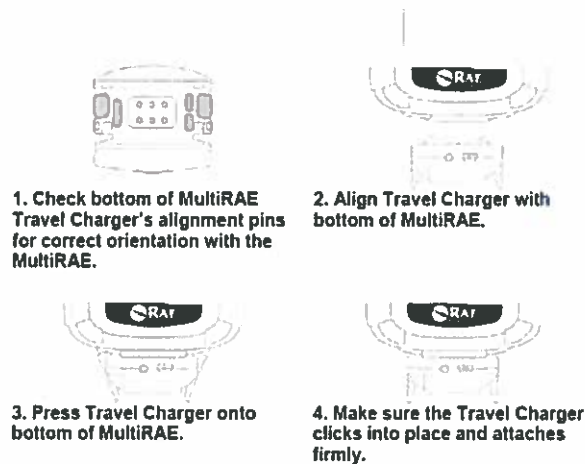
## STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EQUIPMENT  
Topic: MultiRAE Lite

Topic No:	2106.14
Date:	10-31-18
Approved:	CDIII
Review Date:	10-31-20
Replaces:	Same, dated 10-04-17

**CHARGING PROCEDURE:**

Before attaching the Travel Charger, check that it is aligned correctly with the base of the MultiRAE. There are two alignment pins on one side and one alignment pin on the other side, designed to mate with matching points on the bottom of the MultiRAE:



Next, put the plug from the power supply into the jack on the side of the Travel Charger:



Charging should take approximately 6 hours and that should give the monitor 12 hours of run time. Be sure that once charging is completed that the travel charger is removed and stored with the power supply. This will help prevent damage to both the travel charger and the power supply cord.

**CLEANING PROCEDURE:**

Cleaning the MultiRAE Lite should be performed weekly with a damp cloth to wipe the unit clean. In the event a deep cleaning is needed the boot may be removed and scrubbed. Soap and water is recommended if a deep cleaning is required. The meter should never be submerged during the cleaning process. Never use any silicone products on the monitor as it can poison the sensors. If the sensor is poisoned it needs to be replaced by **Station 9** personnel. *If the meter needs to be sent to Station 9 for repairs, please fill out the fillable meter repair form (see Attachment "Meter Repair Form"). The form is located in the DFD downloadable forms or Target solutions file center. Then email it to [Station9Meters@denvergov.org](mailto:Station9Meters@denvergov.org). No repairs will be made unless this form has been filled out and received by the members of Station 9.*

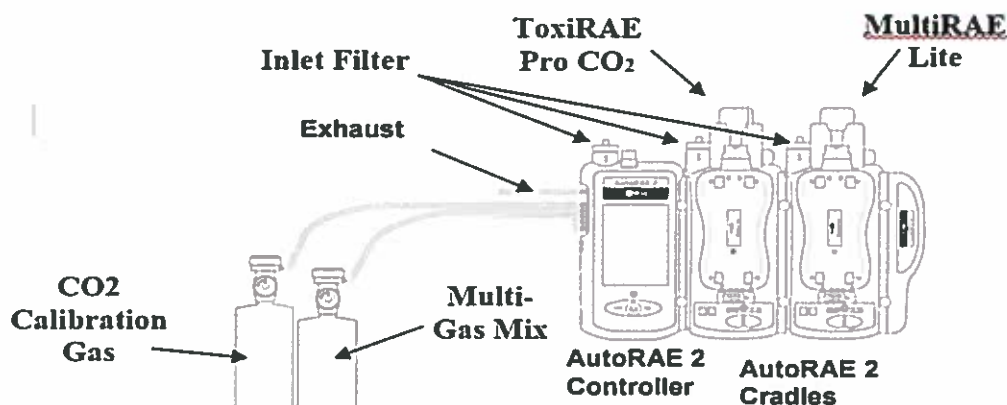
No wipes (i.e. sanitizer wipes, or post fire wipes) should be used to clean the monitor.

## STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EQUIPMENT  
 Topic: MultiRAE Lite

Topic No:	2106.14
Date:	10-31-18
Approved:	CDIII
Review Date:	10-31-20
Replaces:	Same, dated 10-04-17

The disk filter must be replaced once per month or more often if it is noticeably contaminated.



### CALIBRATING THE MULTIRAE LITE USING THE AUTORA 2 SYSTEM

Place the MultiRAE Lite in the cradle:

1. Make sure the instrument is turned off.
2. Replace the old filter disk with a new one and dispose of the old disk.
3. Place the instrument into the cradle face-down, making sure that it is aligned correctly.
4. Press in on the capture mechanism to lock the instrument in place.

When you place an instrument in the cradle and lock the capture mechanism, the instrument begins charging and is automatically warmed up.

#### Calibrate

1. Once the warm-up has been completed the BUMP & CAL lights should turn from amber to green. Press the CAL button and wait for the screen on the controller to display [CAL REQ]

Calibration will automatically start in 30 seconds or push START to by-pass the delay. It takes approximately 90 seconds to calibrate the MultiRAE Lite.

The AutoRAE 2 Controller should display PASS below the CALIBRATE column and to the right of the MultiRAE Lite Instrument. Release the capture mechanism on the cradle and remove the monitor.

To return the MultiRAE Lite back to normal mode scroll down until exit and select. Your monitor is now calibrated and operating normally.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EQUIPMENT  
Topic: MultiRAE Lite

Topic No:	2106.14
Date:	10-31-18
Approved:	CDIII
Review Date:	10-31-20
Replaces:	Same, dated 10-04-17

Should the calibration fail an attempt to re-calibrate should be made. If the monitor fails a second time, contact **Station 9** for technical support.

**Calibration Schedule**

It will be the responsibility of the company Captain for ensuring that their meters are operating correctly. The MultiRAE shall be calibrated monthly. Companies will use their station number to correspond with day of the month to calibrate their meter. Station 36, 37, 38 will use the end of the month as their calibration date. Rescue 1, Rescue 2, Engine 6/DECON, will calibrate their meters at **Station 9**.

All of the data from the calibration stations will be maintained at **Station 9**

The AutoRAE calibration stations shall be maintained by the Truck Company Captain assigned to the District Chief's house and the Engine 24 Captain in District 3. All needed equipment will be ordered from the Special Operations Chief.

If the calibration FAILS after the 2<sup>nd</sup> attempt, contact **Station 9** for technical support. If the meter needs to be sent to Station 9 for repairs, please fill out the fillable meter repair form (see Attachment "Meter Repair Form"). The form is located in the DFD downloadable forms or Target Solutions file center. Then email it to [Station9Meters@denvergov.org](mailto:Station9Meters@denvergov.org). No repairs will be made unless this form has been filled out and received by the members of Station 9.

**ATTACHMENT:** Meter Repair Form





## METER REPAIR FORM

COMPANY \_\_\_\_\_

METER  
(Select One)

MultiRAE

ToxiRAE Pro(CO<sub>2</sub>)

ToxiRAE 2(CO)

TIF Meter

Canberra

Meter Problem:

Repairs:

Officer: \_\_\_\_\_

Officer Signature: \_\_\_\_\_

Date \_\_\_\_\_

This form must be emailed to [Station9Meters@denvergov.org](mailto:Station9Meters@denvergov.org) or accompany the meter to Station 9 for meter repairs. If you have questions, please contact a meter technician at station 9 with questions. Meters cannot be repaired without this form signed by an officer. A replacement meter will be issued if one is available. If no reserve meter is available contact your District Chief and Dispatch so the response matrix can be updated.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: COMMUNICATION  
Topic: Incident Communications

Topic No:	2107.01
Date:	06-24-2021
Approved:	JAV
Review Date:	06-24-2023
Replaces:	Same, dated 06-10-2021

**PURPOSE:** To ensure safe and consistent incident communications

**SCOPE:** Applies to All DFD Personnel when operating at incidents or training

### I. RADIO COMMUNICATIONS

- A. Initial tactical channels are assigned by DFD Dispatch.
- B. The tactical channel can only be changed by the Incident Commander.
- C. Tactical messages are restricted to units responding to or working at an incident. The following are considered tactical messages:

- 1. Initial Radio Report
- 2. Progress Reports (IC, Division/Group, Unit)
- 3. Tactical Benchmarks
  - a. Water on Fire
  - b. Primary Search Complete
  - c. Secondary Search Complete
  - d. Victim(s) Removed
  - e. Utilities Secured
  - f. Loss Stop
  - g. Under Control

- D. Shift Commanders will use a separate radio channel (Command Channels) for non-tactical radio traffic that is pertinent to the incident. Moving non-tactical transmissions to the Command Channel will reduce traffic on the tactical channel.

Examples of Command Channel transmissions include:

- Incident Rehab
- Staging

- E. A Personnel Accountability Report (PAR) is utilized when firefighters are missing at an emergency scene, or to account for all personnel after a significant change in tactical operations, such as abandon/withdraw from a building, or changing from an offensive to defensive strategy. A PAR is a systemic method to account for all personnel operating at an emergency incident. A PAR can also be used to confirm location of units/crews during the initial phase of a fast-moving incident. When a PAR is conducted, Division and/or Group Supervisors and individual company officers shall give an immediate accounting of the

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: COMMUNICATION  
Topic: Incident Communications

Topic No:	2107.01
Date:	06-24-2021
Approved:	JAV
Review Date:	06-24-2023
Replaces:	Same, dated 06-10-2021

personnel. A PAR conducted by a Division /Group Supervisor should be done face-to-face if possible, to limit unnecessary radio traffic. A PAR should only be conducted at the direction of the Incident Commander or Safety Officer.

- F. Anytime a tactical channel change is made after incident operations have been initiated, a PAR shall be conducted.
- G. Members shall use plain English and standard NIMS terminology pertaining to radio communications.
- H. If direct telephone conversation is needed with dispatch (i.e., sensitive information), members shall utilize 720-913-2407.
- I. When an incident has escalated to a 2nd alarm or greater, Dispatch will issue an all-stations notifying our members of the event.
- J. Remaining in-service District Chiefs will provide assistance to the Fire Dispatch Team to appropriately manage the City. District Chiefs may need to relocate to allow for maximum geographic and response coverage.
- K. Communications shall always be professional in nature.
- L. Members shall use the term “Emergency Traffic” to convey an emergency condition or situation. “Emergency Traffic” may be declared by any member who recognizes conditions or a change in conditions or witnesses an event or action that could affect the current tactical operations or the safety of members working in the hazard zone.  
  
Example: “Emergency Traffic” from Tower 1, the roof is sagging on the Charlie side of the building.”
- M. The term “Mayday” shall be reserved only to report lost or trapped firefighters. (See SOG 2110.02)
- N. Echoing  
Echoing is essential for relaying critical information and for confirming that assignments are received and understood.  
The “echo” should be the last segment of the complete radio message.
  - 1. Example: “Truck 8, Broadway Command, take your crew to the roof of the fire building to open a ventilation hole.”

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: COMMUNICATION  
**Topic:** Incident Communications

<b>Topic No:</b>	<b>2107.01</b>
<b>Date:</b>	<b>06-24-2021</b>
<b>Approved:</b>	<i>JAV</i>
<b>Review Date:</b>	<b>06-24-2023</b>
<b>Replaces:</b>	<b>Same, dated 06-10-2021</b>

2. The “echoed” response would be as follows: “Broadway Command, Truck 8, copy, proceeding to the roof of the fire building to open a ventilation hole.”

## II. FACE-TO-FACE COMMUNICATIONS

Face-to-face communication is recommended between members of a group or division whenever possible.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: COMMUNICATION  
**Topic:** Standardized Dispatch Format

<b>Topic No:</b>	<b>2107.02</b>
<b>Date:</b>	<b>06-10-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>06-10-2023</b>
<b>Replaces:</b>	<b>Same, dated 06-12-17</b>

**PURPOSE:** To establish a Standard Operating Guideline for consistent dissemination of information.

**SCOPE:** Applies to all DFD personnel

**STANDARDIZED DISPATCH FORMAT**

A. The standard dispatch format for an multi resource assignment shall be:

Map page (if applicable),  
Report of a: (Nature)  
Address:  
For: (Units Responding)  
Operating on: (Tactical channel)  
Additional Information:

Example: "Attention, This is map page Oscar 20 (two zero), Report of a structure fire at 5300 W. Dartmouth for Engines 23, 25 and 28, Trucks 23 and 28, Chiefs 7 and 3 and Ops 2. Engine 30 will be the RIT, and Rescue 1. This is at the McDonald's."

Or for a single company response

Example:  
"Engine 15, Engine 15 respond to an unconscious party at 1325 Madison."

B. Order of dispatch shall be Engines, Trucks, Chiefs, RIT, Rescue, and then specialty companies, i.e., Collapse, Decon, etc.

C. Dispatch shall designate the RIT on calls in which crews are potentially entering an IDLH or as requested by the Incident Commander.

D. The dispatch information shall be given two (2) times over the VOCALARM.

*The second time on the VOCALARM, the dispatcher will state the address by individual numbers, i.e., 1234 Logan would be: "one-two-three-four Logan."*

E. When units are available (on the air) dispatch shall utilize three consecutive short tones followed by unit identification and response information for single resource responses.

F. Long tone will be utilized for those responses that encompass more than a three-unit response (i.e., Structure fires, Parties Trapped, Technical Rescue).

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: COMMUNICATION  
Topic: Language Interpretation Service

Topic No:	2107.05
Date:	08-30-17
Approved:	CDIII
Review Date:	08-30-19
Replaces:	Same, dated 07-25-14

**PURPOSE:** To provide a language interpretation service

**SCOPE:** Applies to DFD Operations Division personnel

The demand for language interpretation from individual fire companies has increased substantially. Therefore, the following information is provided in an effort to expedite contact with AT&T's Language Interpretation Service.

Whenever language interpretation is needed, telephone **1-800-718-5434**.

When the AT&T Language Line Operator answers, you will be requested to provide the client identification number, which is **936083**. The Language Line Operator will request a company name, which is **DENVER POLICE AND FIRE DEPARTMENTS**.

The Language Line Operator will then request your personal code, which is **4146**, followed by **YOUR LAST NAME**.

The Language Line Operator then requests the language required and transfers your call to an interpreter. If you are uncertain what language is needed, place the person on the telephone once the client verification process has been completed, and the interpreter service will determine which interpreter is needed.

If needed, DFD Dispatch staff will be available to provide assistance.

Company Captains and Chief Officers will be required to enter the phone number (1-800-718-5434), Client ID number (936083), and personal code (4146) information into their Contact List on Department-issued cell phones.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: COMMUNICATIONS  
**Topic:** Radio Communication with  
Denver Police

<b>Topic No:</b>	2107.06
<b>Date:</b>	11-18-2021
<b>Approved:</b>	JAV
<b>Review Date:</b>	11-18-2023
<b>Replaces:</b>	Same, dated 03-08-17

**PURPOSE:** To expedite service to the public, protect responders on scene, and enhance communication between agencies

**SCOPE:** Applies to all Operations Division personnel requesting assistance from the Denver Police Department

**I. DENVER FIRE DEPARTMENT PERSONNEL NEEDING POLICE ASSISTANCE**

A. **Need for Denver Police cover but not Code 10** – When the need for Police cover exists but the situation does not require a police response involving use of lights and siren

1. The Incident Commander will select the appropriate Police Dispatch channel and request to speak with the DPD dispatcher.
2. The Incident Commander will relay a brief description of their circumstance and their request for Police cover. Example: *“Engine 3 is at 24<sup>th</sup> and Welton with a visibly agitated party. Engine 3 needs a police officer to this location for cover.”*
3. The Incident Commander will then communicate to Fire Dispatch that the request for police cover has been made on the police channel.

B. **Need for Denver Police Code 10** – A threat to the safety of a civilian or to that of DFD members is imminent. DPD will consider this High Priority and send police cover immediately.

The Incident Commander will communicate this need through Fire Dispatch.

**II. INCIDENTS REQUIRING DENVER FIRE DEPARTMENT STAGING WHILE DENVER POLICE OFFICERS SECURE THE SCENE**

The following radio procedures are recommended when members of the Denver Fire Department are dispatched to an incident where the conditions deem it necessary to stage apparatus and crew in a safe location remote from the incident until police have secured the scene:

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section:** OPERATIONS: COMMUNICATIONS  
**Topic:** Radio Communication with  
Denver Police

<b>Topic No:</b>	<b>2107.06</b>
<b>Date:</b>	<b>11-18-2021</b>
<b>Approved:</b>	<b>JAV</b>
<b>Review Date:</b>	<b>11-18-2023</b>
<b>Replaces:</b>	<b>Same, dated 03-08-17</b>

1. Contact Fire Dispatch with arrival and staging location.
2. Using a separate radio, contact Denver Police officers on the appropriate channel to relay information on arrival, staging location, and apparatus designation.
3. Police will relay information when the scene is safe for entry by fire personnel.
4. If, after a reasonable amount of time, “Scene-Safe” contact from Denver Police is not received, the fire officer may contact the Police Department Incident Commander on the appropriate police channel to receive confirmation of the scene status.
5. Once “Scene-Safe” contact has been received from Denver Police, Fire will relay information to Fire Dispatch.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: DIVISION TRAINING  
Topic: Company Standards

Topic No:	2108.04
Date:	08-14-18
Approved:	CDIII
Review Date:	08-14-20
Replaces:	Same, dated 05-05-11

**PURPOSE:** The Denver Fire Department has documented standards for company evolutions that are performed at emergency incidents. These standards can be used as reference guides, training tools, and testing standards.

**SCOPE:** Applies to all Operations Personnel

The Denver Fire Department has written standards for company evolutions. As emergency incidents and situations are encountered, the Denver Fire Department establishes the practices and procedures required to obtain a safe outcome to these events. These practices and procedures are formatted into Company Standards. As such, the DFD Company Standards Program is constantly being reviewed, updated, and revised to ensure that personnel perform to the highest levels in their profession. Company Standards apply to each company as a team, as well as to each individual member.

Company Standards are divided into categories, shared, engine specific and truck specific. All members shall complete annually the shared standards and the standard for which apparatus they are assigned to. All personnel assigned to the Operations Division are required to be proficient in the tasks and procedures for their position, rank, or certification level within the DFD Company Standards as follows:

- A. Company Standards should be incorporated into daily training and used as a reference guide.
- B. Officers completing daily training entries in Target Solutions shall record which company standards were completed and a pass or fail score.
- C. District Training Chiefs shall run completions reports in Target Solutions monthly to maintain records of which companies have completed training and if the standard was successfully completed.
- D. If a deficiency is identified for a company or an individual in a certain Standard, an improvement plan will be implemented by the District Chief of that company or individual, with the assistance of the District Training Chief and the Training Shift Commander.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: FIRE PREVENTION  
**Topic:** Building Inspection Procedures

<b>Topic No:</b>	<b>2109.01</b>
<b>Date:</b>	<b>03-07-18</b>
<b>Approved:</b>	<b>CDIII</b>
<b>Review Date:</b>	<b>03-07-20</b>
<b>Replaces:</b>	<b>Same, dated 03-11-15</b>

**PURPOSE:** To provide Operations Division personnel with a guideline when conducting Company Level Fire Inspections.

**SCOPE:** Applies to Operations Division personnel when conducting Company Level Fire Inspections

**I. BUILDINGS REQUIRING INSPECTION**

Buildings requiring inspections: All buildings require an annual Company fire inspection, except Private Residences that are two (2) families or less and Multi-Family buildings, 3 stories or less with no common area who are participating in the Multi-Family Dwelling self-reporting initiative.

Multiple family residences who are not participating with the self-reporting initiative, with three living units or greater, including those with or without common areas, must maintain a Smoke detector / CO detector / portable fire extinguisher log book. The annual fire inspection will include an evaluation of the log book for code compliance, as well as a review of current emergency contact information.

Certain types of occupancies, because of special hazards, are also to be inspected by members of the Fire Prevention Division. These inspections are in addition to annual company inspections/preplans. Problems or code violations in hospitals, nursing homes, and schools found by company inspectors shall be immediately referred to the Fire Prevention Division through the appropriate chain of command for appropriate action.

Inspections of all marijuana facilities are required to be completed twice a year by Fire Prevention Division personnel.

Inspections of all new buildings or changes of occupancies in previously inspected buildings shall be inspected by the Fire Prevention Division prior to becoming company level inspections.

Questionable buildings that are encountered shall be referred to the District Fire Prevention Chief through the appropriate chain of command.

Building Fire inspections shall be assigned by the Fire Prevention Division in accordance with the directives of the Chief of the Department. Every effort will be made to assign specific inspections as requested by Company Captains with the approval of the District Fire Prevention Chiefs and the Fire Prevention Shift

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: FIRE PREVENTION  
Topic: Building Inspection Procedures

Topic No:	2109.01
Date:	03-07-18
Approved:	CDIII
Review Date:	03-07-20
Replaces:	Same, dated 03-11-15

Commander. Inspections shall be conducted by members as directed by the Fire Prevention District Chiefs and by Fire Prevention Division personnel as necessary for effective compliance with applicable Municipal Codes.

## II. CONDUCTING AN INSPECTION

Members shall ask to speak to the building owner, manager, or person of authority. An introduction and a brief statement as to the Department's program of routine annual fire inspections, along with a request for permission to make a fire inspection, is generally all that is required to gain admittance.

Inspectors are not to conduct an inspection without the permission of a property representative. (Example: do not gain access to a property via the Knox-Box keys without authorization from a property owner or manager.)

If entry or permission is refused, excuse yourself in a pleasant manner and immediately refer the matter to the District Fire Prevention Chief for further action, noting the refusal circumstances and any potential hazards.

Members are to verify the accuracy of emergency contact names and phone numbers (two requested) on Company Inspection tablet computers. Also, members must provide the property representative with a current copy of the DFD "Emergency Contact Information Sheet", explain to them that it must be filled out and updated annually, and ensure that a copy is posted at the FACP or in the Sprinkler Control Valve Room and a copy is sent to the Fire Prevention Division via the [denfpb@denvergov.org](mailto:denfpb@denvergov.org) email.

Members shall familiarize themselves with the conditions and the construction of all structures within their district paying particular attention to all places where people live or assemble. They shall note code violations, any dangerous conditions, and enforce compliance.

Members shall always inspect all exit passageways, stairways, halls, fire escapes, and other means of exit to assure that they are free from obstructions and are accessible.

They shall see that no combustible or flammable material is allowed to accumulate in hallways, under stairways, or in such close proximity to buildings as to create a hazard.

Members shall see that all doors leading to fire escapes or other means of exit in **theaters, schools, or other places of similar occupancy** shall not be secured

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: FIRE PREVENTION  
Topic: Building Inspection Procedures

Topic No:	2109.01
Date:	03-07-18
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except by panic-proof hardware during hours of occupancy. Such doors shall always open outward.

Inspectors shall inspect furnaces, heaters, boilers, steam pipes, smoke pipes, etc., as to location with reference to woodwork and combustibles in their vicinity. They shall inspect receptacles used for ashes, cinders, rubbish, oily waste, rags, and flammable waste for approved type and location as set forth in the Fire Code.

Inspectors shall inspect for and immediately report to the District Chief and Shift Commander any selling or storing of fireworks and explosive materials.

Members shall be familiar with and follow the instructions and procedures in the use of FHinspector and the functions of the tablet computer for use on all Company inspections.

**A. BUILDINGS STORING OR USING HAZARDOUS MATERIALS**

Company inspectors shall observe for all hazardous materials such as: corrosives, poisons, compressed gases, etc., as set forth in the Fire Code. They shall request to see permits for the storing and use of these materials. If the need for permits is in question, the inspector shall notify their Fire Prevention District Chief for assistance.

The Fire Prevention Division shall compile and maintain a current list of all occupancies in the City that use or store hazardous materials, indicating the type and particular hazard of each material.

**B. STORAGE OF FLAMMABLE LIQUIDS AND L.P. GASES IN MERCANTILE AND RETAIL STORES**

Members shall inspect for the storage, sale, and handling of flammable and combustible liquids and liquefied petroleum gas as required by the Fire Code. Particular attention shall be given to location, quantity, and the manner of storage and display.

Inspectors shall request to see permits for the storing and use of these materials. If the need for permits is in question, the inspector shall notify their Fire Prevention District Chief for assistance.

Hazardous Materials Information: Federal law – Superfund Amendments and Reauthorization Act of 1986 (SARA) Title III; The Emergency Planning and Community Right-to-Know Act of 1986 requires all facilities storing, using, and/or

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: FIRE PREVENTION  
Topic: Building Inspection Procedures

Topic No:	2109.01
Date:	03-07-18
Approved:	CDIII
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Replaces:	Same, dated 03-11-15

producing hazardous materials to provide a list of same to their local fire department.

Any information received, or any inquiries about these acts should be forwarded to the Fire Prevention Division through the District Fire Prevention Chief and Fire Prevention Shift Commander.

Any requests for information by the public should also be forwarded to the Fire Prevention Division through the District Fire Prevention Chief and Fire Prevention Shift Commander.

**C. SPRAY PAINTING WITH FLAMMABLES IN OFFICE BUILDINGS**

Any Department member encountering spray painting with flammables in office buildings should ascertain if the party has obtained a permit from the Fire Prevention Division. If not, the operation should be stopped, an Order to Comply written, and the party told to contact Fire Prevention Division for a permit.

If improper ventilation is suspected, or other problems are encountered with the spray operation, the operation should be shut down, an Order to Comply written, and the Fire Prevention Division contacted through the District Fire Prevention Chief and Fire Prevention Shift Commander.

The District Fire Prevention Chief can contact the Fire Prevention Assistant Chief through the Shift Commander during business hours or the Fire Prevention Duty Officer after hours.

**D. SCHOOL INSPECTIONS**

Company Officers, at the direction of their District Fire Prevention Chief, shall conduct fire exit drills for all educational occupancies. These drills are essential to ensure an orderly and thorough evacuation during a fire.

All schools will be inspected by Fire Prevention Division certified school inspectors. Fire Companies will conduct an annual fire preplan inspection.

A fire exit drill shall be conducted at each school during Fire Prevention Week (Sunday through Saturday period in which October 9<sup>th</sup> falls). Arrangements shall be made with the respective principals of each school for the time and date of fire drills.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: FIRE PREVENTION  
Topic: Building Inspection Procedures

Topic No:	2109.01
Date:	03-07-18
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Review Date:	03-07-20
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The fire drill and the annual inspection can be conducted concurrently during Fire Prevention Week.

Results of the fire drill shall be forwarded to the Fire Prevention Division on Form 98.

District Fire Prevention Chiefs shall distribute all school inspections in their districts. Drills shall be executed at different hours of the day, during the changing of classes, when the school is in recess, or during other times to avoid distinction between drills and actual fires.

**E. MARIJUANA FACILITIES**

All marijuana facilities are inspected twice a year by Fire Prevention Division personnel.

Fire Prevention requests that Operations Division members report facilities they encounter which are involved in the marijuana industry, but which have not yet been identified as a marijuana facility. Accurate documentation on NFIRs reports involving marijuana is critical in capturing this information. Companies are also directed to contact the FPD via email at denfpb@denvergov.org every time these occupancies are encountered. If an immediate threat to life and/or safety exists, then contact the Shift Commander who will call the FPD Duty Officer after notifying the District Chief.

When responding to calls in residential settings where it is believed that a commercial marijuana operation is taking place such as growing large numbers of plants, or any type of extraction process, etc. require a response by DPD and notify the FPD Duty Officer through the District Chief and Shift Commander then follow the reporting procedure listed above by documenting the information in the NFIR report and sending an email to the FPD address listed above.

**F. BUILDING REQUIRING A PRE-PLAN**

Preplans are for the benefit of operational readiness, and district familiarization is incumbent upon company officers. Pre-plans should not reflect an inspection violation, violations identified during a pre-plan visit should be referred to the FPD through the chain of command. Pre-plans do not require a signature, members are to put their F number in the signature box.

Any site visit including incident responses can constitute a preplan.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: FIRE PREVENTION  
Topic: Building Inspection Procedures

Topic No:	2109.01
Date:	03-07-18
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**III. VIOLATIONS FOUND DURING COMPANY INSPECTIONS**

When violations of the Fire Code or other related ordinances within the scope of Department jurisdiction are found, immediate corrective action shall be taken. Educating the public regarding fire prevention and safety is the best method of gaining continuous compliance.

*Members, upon finding violations of the Fire Code or other unsafe conditions shall, by written notice utilizing an Order to Comply (or verbal order if minor in nature), order such reasonable and immediate action as will satisfactorily correct the violation.*

*All violations must be documented in the designated box on Department tablet computers. Placing an "X" in the "Verbal Order" box will instruct the Fire Prevention Division not to issue a "reinspection" notice for the violation. All violations that do not have this box checked will receive a "reinspection" notice.*

If the violation is of a minor nature and does not pose an immediate safety or fire hazard, a verbal order may be given.

*When conditions pose an imminent hazard, those conditions must be documented in the FHinspector program on the tablet computer, an Order to Comply (OTC) written and delivered to a property representative and the violation mitigated at the Company level immediately.*

*For those instances where immediate compliance cannot be gained, notification of the violation shall be made to the Company's District Chief for assistance with compliance. If the District Chief needs assistance with the matter, he/she shall contact the Shift Commander. If further assistance is needed the Shift Commander will contact the Fire Prevention Duty Officer. (In all instances the Company's District Fire Prevention Chief, the Shift Commander and the Fire Prevention Division shall be notified for follow-up).*

*In no event, however, shall any Order to Comply involve changes that come under the jurisdiction of the building, health or other city departments. Such matters shall be referred to the respective departments through the Fire Prevention Division.*

*In instances where immediate corrections cannot be obtained, or the violator has a history of non-compliance, an "Order to Comply" form must be completed, and a copy sent electronically to the District Chief, Shift Commander and the FBD Assistant Chief. The officer writing the order can take a picture of the Order and send it electronically.*



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: FIRE PREVENTION  
**Topic:** Building Inspection Procedures

<b>Topic No:</b>	<b>2109.01</b>
<b>Date:</b>	<b>03-07-18</b>
<b>Approved:</b>	<i>CDIII</i>
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<b>Replaces:</b>	<b>Same, dated 03-11-15</b>

Every notice or order shall set forth a time limit for compliance dependent upon the hazard or danger created by the violation. Notice should read “as soon as possible,” but in most cases 10-14 days should provide sufficient time to correct the violation. In cases of extreme danger to persons or property, immediate compliance shall be required.

If a reinspection reveals non-compliance with an Order to Comply, the matter shall be referred to the Fire Prevention Division Assistant Chief for follow-up. NOTE: Referral to the Fire Prevention Division for non-compliance may not be made until a written Order to Comply has been issued at the company level.

**IV. COMPANY INSPECTION REFERRALS**

Once a “Bureau Requested box has been checked, the respective District Chief will be notified and will make a decision as to whether the violation needs to be forwarded to the FPD or whether it can be handled at the company level.

If the violation is found to be valid, the District Chief will forward the violation to the FP Shift Commander who will evaluate the infraction and if needed will forward the violation to the FPD.

The following are instances which merit the need for referral to the Fire Prevention Division:

1. Willful Non-Compliance of an Order to Comply.
2. Testing or Functionality issues with any fire alarm, detection, monitoring or sprinkler system.
3. Hazardous Materials storage or use without required permits.
4. Immediate threats to life and safety.
5. Change of Occupancy.
6. Suspected violation of Municipal Codes other than Denver Fire Code.
7. Marijuana facilities not already identified by the FPD as noted in Section II item E.

All other violations shall be handled at the Company level with the assistance of the District Fire Prevention Chief when needed.

Documentation of all orders written by the Fire Prevention Division and all subsequent action will reside in the Firehouse program under “Inspection Activities.”



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: FIRE PREVENTION  
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Topic No:	2109.01
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A. BARS ON WINDOWS

Code enforcement for the removal or modification of bars on windows shall be performed by the Fire Prevention Division. Bars on windows are not prohibited in all locations. Bars on sleeping room windows on the fourth floor and below shall be referred to the Fire Prevention Division through the District Fire Prevention Chief and Fire Prevention Shift Commander for code enforcement.

V. NO ENTRY – COMPANY FIRE INSPECTIONS

Whenever a Fire Company is unable to gain entry to complete a fire inspection, they shall refer to the “**Incomplete Inspections Due to No Contact**” information sheet provided by the FPD under Downloadable Forms on the DFD Web.

If contact with an owner or responsible party cannot be made, post an Operations Order to Comply-First Notice (available in downloadable forms, formerly an FD-80) on the door or in some obvious location where it is visible by anyone entering the building.

Make a dated note in the company inspection file, specifying that an Ops OTC-First Notice has been left. After nine (9) days with no response, make another attempt to inspect and, if the inspection cannot be completed, post an Operations OTC-Second and Final Notice (also available in downloadable forms). A notation should again be made in the company file of the date the second notice was left. If no response is received to the second notice within 9 days, then follow the procedure listed in FPD information sheet listed above.

VI. APPOINTMENT SCHEDULING AND PROCESS

A formal procedure, devised by the House Captain, will be required for receiving telephone calls, making appointments, and then notifying the Company assigned by this procedure as to the time and date of their appointment.

A filing system must be devised and maintained by each House Captain to ensure that appointments are made and kept in the most expedient manner possible.

All shifts and both rigs will accept telephone calls from citizens attempting to arrange an inspection request. Under virtually no circumstances will a citizen be denied an appointment or told to call back. An appointment must be set at the time of the phone call. It may be necessary, under some circumstances, for a company or shift not assigned to the concerned address to complete an inspection for another company or shift in order to expedite the process.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: FIRE PREVENTION  
**Topic:** Building Inspection Procedures

<b>Topic No:</b>	<b>2109.01</b>
<b>Date:</b>	<b>03-07-18</b>
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<b>Review Date:</b>	<b>03-07-20</b>
<b>Replaces:</b>	<b>Same, dated 03-11-15</b>

Every possible attempt must be made to keep appointments. If an inspection appointment is missed (for any reason), the responsible party with whom the appointment was made must be contacted so that another appointment can be set.

**VII. LICENSE SIGN-OFFS FOR BUSINESS**

Members shall refer all sign-off requests to the Fire Prevention Division through the appropriate chain of command. These license inspections are beyond the scope of Company Inspectors and shall be completed only by qualified members of the Fire Prevention Division.

**VIII. RELEASING FIRE INSPECTION RECORDS TO THE PUBLIC**

Company officers and members shall not release any information or reports from the FHinspector program or any past Company Inspection files. Refer any requests for information to the Fire Prevention Division through the appropriate chain of command.



Denver Fire Department  
Fire Prevention Division

745 West Colfax Avenue  
Denver, CO 80204  
p: 720.913.3474  
f: 720.913.3596  
www.denvergov.org/fire

## ORDER TO COMPLY

This Order is written under the authority of the Denver Fire Code as adopted by the City and County of Denver.

Address of Violation

Responsible Party

Name of Business

Address

Phone

City, State, Zip

VIOLATION	DESCRIPTION OF VIOLATION(S) AND CORRECTIVE ACTION REQUIRED

FAILURE TO COMPLY WITH THIS ORDER BY \_\_\_\_\_ MAY RESULT IN A CRIMINAL COMPLAINT BEING ISSUED FOR VIOLATION OF THE ABOVE-LISTED SECTIONS AND SECTION 109 OF THE DENVER FIRE CODE WITH POSSIBLE PENALTIES INCLUDING INCARCERATION AND FINES FOR EACH VIOLATION.

Date of Inspection

Inspector

Phone

RIGHT TO APPEAL: A written appeal of this order may be filed with the Executive Director of the Department of Safety at 1331 Cherokee Street, Rm 302, Denver, Co 80204, within the next thirty (30) days of receipt of this order, pursuant to Section 108.1 of the 2016 Denver Fire Code. A fee of \$250, in the form of a check made payable to the Denver Manager of Finance, must accompany the application. Filing an appeal does not delay enforcement of this order.



## ORDER TO COMPLY

Date \_\_\_\_\_

TO: Property Owner or Manager

Address: \_\_\_\_\_

Dear Property Owner or Manager:

Denver Fire Department personnel have been unable to complete the required annual inspection of the above listed property. Attempts to contact a property representative have been unsuccessful. You are hereby directed to contact Fire Station #\_\_\_\_ of the Denver Fire Department within ten (10) business days, located at \_\_\_\_\_ or telephone \_\_\_\_\_ for an appointment.

The authority to conduct inspections of all properties within the City and County of Denver is provided through ordinance, specifically **Denver Fire Code (DFC) Section 106.2**:...*The fire code official is authorized to conduct such inspections as are deemed necessary to determine the extent of compliance with the provisions of this code...*

Be advised, failure to respond to this notice within ten (10) days of this Order, may result in a summons being issued, in accordance with **Denver Fire Code (DFC) Section 104.3.2**:...*Persons shall not interfere or cause conditions that would interfere with the fire code official carrying out any duties or functions prescribed by this code.*

Pursuant to Section 108.1 of the Denver Fire Code, you may appeal this order by filing a written application in the office of the Manager of Safety, at 1331 Cherokee Street – Room 302, Denver, CO 80204, within 30 day of receipt of this order. Filing an appeal does not delay enforcement of this order.

\_\_\_\_\_  
Officer - Print Name

\_\_\_\_\_  
Date

**Station Phone Number:** \_\_\_\_\_



**ORDER TO COMPLY**

**SECOND AND FINAL NOTICE**

Date \_\_\_\_\_

TO: Property Owner or Manager

Address: \_\_\_\_\_

Dear Property Owner or Manager:

Denver Fire Department personnel have been unable to complete the required annual inspection of the above listed property. Attempts to contact a property representative have been unsuccessful. You are hereby directed to contact Fire Station #\_\_\_\_ of the Denver Fire Department within ten (10) business days, located at \_\_\_\_\_ or telephone \_\_\_\_\_ for an appointment.

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\_\_\_\_\_  
Officer - Print Name

\_\_\_\_\_  
Date

**Station Phone Number:** \_\_\_\_\_

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: SAFETY  
**Topic:** Rapid Intervention Team

<b>Topic No:</b>	2110.01
<b>Date:</b>	07-06-2022
<b>Approved:</b>	<i>RM</i>
<b>Review Date:</b>	07-06-2025
<b>Replaces:</b>	Same, dated 05-15-2020

**PURPOSE:** To identify the composition, response, and duties of the Rapid Intervention Team (RIT) and/or RIT Group

**SCOPE:** Applies to all Operations, Dispatch, and Support Service members involved in or assisting with an incident where a RIT has been assigned.

**Section A: Composition**

1. At the onset of the incident, the dispatcher shall assign a company the designation of RIT.
2. Any company assigned to the RIT function shall be staffed with a minimum of four firefighters. If the company has less than four firefighters, Dispatch and the first due Chief shall be notified immediately by the responding Company Officer.
3. Depending on the size and scope of the incident, additional companies may be assigned Level I RIT duties.

**Section B: Response**

1. A RIT shall be dispatched Code 10 to all structure fires and to any incident where firefighters could potentially enter an IDLH atmosphere.
2. When arriving on-scene, companies assigned by Dispatch as the RIT **shall announce** their designation as RIT and refrain from prompting the IC for other assignments or tasks not in line with RIT functions.
3. RIT should only be reassigned after a new RIT has been established and at the direction of the IC. Should the RIT have to take immediate action to affect a firefighter rescue and/or address other immediate safety-related issue, they shall notify the IC immediately.
4. At the termination of the incident where the RIT was deployed for a FF rescue, a PAR should be called to assure accountability of all on-scene companies prior to releasing the RIT from the scene.

**Section C: Pre-Activation Duties**

1. Upon arrival, the RIT shall report to the Incident Commander with all members, full PPE, forcible entry/exit tools, Thermal Imaging Camera (TIC), and RIT pack. The RIT officer should receive an update on situation status and accountability from the IC.
2. Prior to activation, the RIT should remain outside of the IDLH atmosphere and be fully prepared to deploy immediately to assist troubled firefighters.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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3. The RIT shall constantly monitor the designated tactical channel and maintain a continual working knowledge of the location of all companies operating in and around the incident.
4. If possible, the RIT team should perform a 360-degree survey, utilizing the RIT RECON acronym as a size up tool, and report any pertinent information to the Incident Commander immediately. The RIT RECON acronym stands for: R – Rescue Plan; E – Egress/Access; C – Construction; O – Outside Survey; N – Nasty Hazards.

**Section D: Equipment**

The following equipment shall be the minimum that a RIT should report to the command post with:

1. Thermal Imaging Camera
2. RIT Pack:
  - a. 1 300' rope bag
  - b. 1 Pair of tin snips
  - c. 1 Pair of Raptor Shears
  - d. 1 45 min. air cylinder, face piece and regulator
3. Hand tools (forcible entry/exit)
4. Portable radios – every member of RIT will have a portable radio
5. Highrise building (7 stories or above) EMS Bag w/AED, O2 Bag and Mega Mover

All Truck and Rescue Companies are equipped with a Level I RIT pack. District Chief vehicles are equipped with a Level II RIT pack. The location of the pack on Truck and Rescue companies shall be clearly marked with a gold firefighter sticker that indicates the location of a RIT pack within that compartment. If the gold sticker is not present, the compartment with the RIT pack should be clearly marked to alert members to its location.

**Section E: Activation**

**Incident Commander Responsibilities:**

Upon report of a “Mayday” (lost, downed, trapped, or missing firefighter), the IC should:

1. Acknowledge Mayday
2. Deploy RIT
3. Notify Dispatch of RIT activation

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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Topic: Rapid Intervention Team

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4. Start PAR to verify ID of crew and firefighter(s) to help determine last location of member(s)

The IC should consider the following:

1. Establishing a RIT Group to coordinate resolution of the Mayday situation.
2. Leaving the RIT Group companies and the firefighter(s) in distress on the initial tactical channel during the rescue operation; all uninvolved units may move to a separate tactical channel as designated by the IC.
3. Calling a PAR in the case of a radio channel change for units already operating at the emergency scene, to ensure all companies have tuned to the correct channel.
4. The need for additional resources based on the scope and complexity of the incident, including but not limited to the following:
  - a. 2<sup>nd</sup> Rescue Company
  - b. Tower One with Collapse Unit
  - c. Hazmat Team
  - d. Additional alarms
  - e. DFD Structural Engineer
  - f. DFD USAR personnel
  - g. Air Shovel
  - h. Mutual Aid
5. Assigning a Chief Officer to the RIT operation and withdrawing unnecessary companies from affected areas based on a risk/benefit analysis of continuing operations that are not directly associated with rescue efforts.

**Dispatch Responsibilities:**

Upon notification of a RIT activation, the dispatcher shall do the following:

1. Notify the Dispatch Officer of the Mayday call as soon as possible.
2. Acknowledge the Mayday call and simulcast the alert tone calling for radio silence.
3. Activate Level II RIT Group, which shall consist of **at least** the following:
  - a. One Engine
  - b. One Truck
  - c. One Assistant Chief
  - d. Tower 1 with Collapse Rig
  - e. 2<sup>nd</sup> Rescue Company



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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**RIT Group Responsibilities:**

1. The primary mission of the Level I RIT is to locate and stabilize the victim(s) and report the location, the victim(s)' condition, and extrication resource needs to the RIT Group Supervisor Director. Professional knowledge and experience should dictate actions. If a rescue can be made with the immediate resources available, the rescue should be completed.
2. The mission of the Level II RIT Group is to first complete any Level I RIT duties that were unable to be performed by the initial RIT team such as locating the downed firefighter, then progress toward extrication and rescue. The RIT Group Supervisor / Branch Director should consider the following:
  - a. Assigning the Level II RIT Engine to secure an additional water supply and deploy a protective hose line for protection of firefighter rescue.
  - b. Assigning the Level II RIT Truck/Tower to perform rescue and extrication.
  - c. Level II RIT Pack: (located in the Chief's trucks)
    - i. 1 Five ring harness with 1 large carabiner
    - ii. 1 Pair of tin snips
    - iii. 1 75 min. air cylinder, face piece, and regulator
3. Consider the need for additional equipment such as:
  - a. Power saws
  - b. Extrication tools
  - c. Air bags
  - d. Protective hose lines
  - e. Five-gas meter
  - f. Lights
  - g. Additional ropes
  - h. Ladders
  - i. Hose lines
4. Based on the size and complexity of the incident, the RIT Group Supervisor should consider the need for additional RIT resources.
5. The RIT Group Supervisor should keep the IC updated on the progress of the rescue and needed resources.

**REFERENCES:** Fire-Rescue Interactive, Rapid Intervention Team Recon, FDTN Volume 6, Issue 12, December 2002, David McGrail

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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Final Report, Southwest Supermarket Fire, NIOSH,  
<http://phoenix.gov/FIRE/report.pdf>, March 12, 2002

Fire Engineering, Engine Company Support of RIT/FAST Operations,  
Andrew Fredericks

Intervention for Rescue of Members SOG – Aurora Fire Department,  
Colorado

Rapid Intervention Crew SOP – West Metro Fire Rescue, Colorado

DFD Training Manual

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SAFETY  
Topic: Mayday Guidelines for Emergency Incidents

Topic No:	2110.02
Date:	03-08-2022
Approved:	RM
Review Date:	03-08-2024
Replaces:	Same, dated 06-12-17

**PURPOSE:** To identify the roles and responsibilities of any individual who initiates a Mayday and of all members involved at an incident where a Mayday has been declared

**SCOPE:** Applies to all Operations, Dispatch, and Support Service members

**I. MAYDAY PARAMETERS**

A Mayday radio transmission is to be used to initiate aid in situations which are life threatening to firefighters. Anyone on the emergency incident may declare a Mayday as conditions warrant.

A Mayday shall be used in the following situations:

- A. By personnel who are lost, trapped, or in trouble.
- B. By the IC, company officer, group supervisor, branch director, or other member who cannot account for an assigned company or firefighter.
- C. By a member who witnesses or has confirmed that a firefighter is in trouble.

The term “Mayday” shall be reserved only to report lost, trapped firefighters, or firefighters in trouble. The term “Urgent Message” shall be used to report other emergencies or high-risk hazards.

**II. MAYDAY FIREFIGHTER RESPONSIBILITIES**

- A. Members may declare a Mayday in one of two ways:
  - Activating the red emergency button on the member’s portable radio followed by “*Mayday, Mayday, Mayday., Rig Riding Assignment, Last Name, Mayday, Mayday, Mayday.*” This creates an ‘emergency auto key timeout’ that gives the user up to 15 seconds of uninterrupted airtime for transmitting emergent information without having to hold the push to talk. The red emergency button **must** be depressed initially for 4 seconds to activate the ‘emergency auto key timeout.’

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- Transmitting a verbal radio message starting with “*Mayday, Mayday, Mayday. Rig Riding Assignment, Last Name, Mayday, Mayday, Mayday.*” If no acknowledgement is received by the IC on the tactical channel that the incident is operating on, the firefighter can switch the channel selector on the portable radio to either the number 1 or 16 position (DFD Channel 1) and repeat the *Mayday*. DFD Dispatchers should receive this *Mayday* and inform the IC immediately.

The preferred method of transmitting a Mayday is by activating the emergency button. This gives the Mayday firefighter priority on the channel and also activates an alarm at dispatch, which highlights whatever channel the emergency button was activated. This could be crucial if the Mayday firefighter has inadvertently changed channel without the firefighter knowing it. Dispatch will hear the Mayday on any repeated channel and be able to inform IC.

- B. After declaring the Mayday, and **being acknowledged by IC** or dispatch, if possible, the member should transmit the following additional information:
1. **WHO:** Unit designation and riding position of declaring member, including the number of involved crew members affected by life threatening situation
  2. **WHERE:** Your current or last known location
  3. **WHAT:** What resources you need to resolve the situation
  4. **WHY:** Why you are declaring a Mayday

The member should transmit this information in a calm and clear voice.

*Examples of full Mayday declaration:*

“Mayday, Mayday, Mayday. Engine One Alpha, member’s last name Mayday, Mayday, Mayday. IC acknowledges Mayday, “Engine One Alpha go ahead with your Mayday.” Two members from Engine One are on the second-floor alpha side, we need a ladder to the window, there has been a floor collapse and we are trapped.”

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“Mayday, Mayday, Mayday. Tower One Charlie, member’s last name, Mayday, Mayday, Mayday. IC acknowledges Mayday, “Tower One Charlie go ahead with your Mayday.” My assignment was primary search on the third floor. I’m disoriented and low on air.”

**Use the acronym GRAB-LIVES to help save yourself:**

**G** - Gauge  
**R** - Radio  
**A** - Activate Pass  
**B** - Breathing

**L** - Low  
**I** - Illuminate  
**V** - Volume  
**E** - Exit  
**S** - Shield

### III. RESPONSIBILITIES

The IC shall:

- A. Acknowledge Mayday from firefighter.
- B. If possible, have companies that are close by assist the Mayday firefighter.
- C. Deploy the Rapid Intervention Team to assist with the Mayday situation. This may mean assigning the RIT to enter the IDLH environment to search for the firefighter, having them stand-by outside the entrance to the structure to provide equipment or assistance to interior crews that have found the firefighter, or assigning them to the Group/Division Supervisor where the Mayday is occurring to assist with the Mayday.
- D. Depending on the severity of the situation and the circumstances surrounding the incident, the IC should consider requesting a Level II RIT assignment or an additional alarm assignment to affect rescue of the trapped or lost member.

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- E. The Incident Commander may be the Mayday firefighter's only communications link throughout the rescue. As such, the Incident Commander plays a key role in obtaining pertinent information from the firefighter, keeping the firefighter calm, and keeping the firefighter updated on rescue activities/progress. The Incident Commander should help the firefighter recall/employ the tasks of GRAB-LIVES. This important communications link can also be assigned to the RIT officer, RIT Group Supervisor, or Group/Division Supervisor where the Mayday is occurring. Continuous communications with the Mayday firefighter cannot be overstated and are vital.

#### IV. DISPATCH RESPONSIBILITIES

- A. Acknowledge Mayday, if not done so by the IC, in a timely fashion.
- B. Confirm the radio LID with the unit designation of the Mayday firefighter. At the request of the IC, clear the air with alert tone indicating radio silence.

#### V. ON-SCENE COMPANIES' RESPONSIBILITIES

- A. Acknowledge Mayday if Dispatch or IC do not acknowledge in a timely fashion. Relay information to IC or Dispatch.
- B. Upon activation of Mayday, all companies shall maintain radio silence until notified by Command. Companies shall monitor the radios for any changes in tactical radio channels.
- C. Companies already operating at the emergency incident must continue to carry out their assignments unless:
1. They are able to immediately assist with the Mayday situation, **and**
  2. Doing so will not adversely affect emergency incident operations, **and**
  3. They have received specific authorization from the Incident Commander

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SAFETY  
Topic: Personnel Accountability System

Topic No:	2110.03
Date:	08-30-17
Approved:	CDIII
Review Date:	08-30-19
Replaces:	Same, dated 03-22-11

**PURPOSE:** To assist in tracking members assigned to an emergency incident

**SCOPE:** Applies to all operations and support service members involved in or assisting at an emergency incident

**I. ID. TAGS**

- A. Members shall place ID tag on the Company Identification Ring (CIR) at the beginning of the shift and remove ID tag of the member being relieved.
- B. Company officers are responsible for ensuring that the ID tags on the CIR are consistent with staffing assignment for the shift.
- C. Members shall remove ID tag from rig any time they are individually out of service during the shift (i.e. EMT recertification, training, court, etc.)
- D. Company officers are responsible for ensuring ride-a-long participants are represented on a generic ID tag on the CIR for the duration of the ride.
- E. Support service members dispatched to an emergency scene are responsible for having their Fire Department ID tags available. If assigned to tasks inside of a hazard zone, they shall check in with the IC or designated Accountability Officer and leave their Fire Department ID to ensure accountability.
- F. It is prohibited to alter or deface Fire Department ID tags in any way. Company officers will ensure accurate and non-altered identification cards are utilized. Members shall requisition to replace ID tags immediately if lost or damaged.

**II. ACCOUNTABILITY**

- A. Implementation of the IC system, managing span of control, implementing unity of command (chain), and establishing clear communication help to ensure accountability.
- B. The IC is responsible for accountability for the duration of the emergency incident unless an Accountability Officer has been designated.

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- C. The company officer shall be responsible for updating Command of any changes in crew location, tactical function, or upon splitting the crew.
- D. When operating in an IDLH atmosphere, the Incident Commander or company officer shall be responsible for ensuring that assigned members are operating in teams of two or more.

**III. LEVEL I ACCOUNTABILITY**

- A. Companies arriving to any hazard area shall leave the CIR, with ID tags, on the apparatus in the officer's area of the cab.
- B. All responding units and support personnel shall inform the IC or designated staging officer when arriving on scene and shall stage until assigned by the IC.

**IV. LEVEL II ACCOUNTABILITY**

- A. Level II Accountability should be **considered** upon (but not limited to) activation of a 2<sup>nd</sup> Alarm.
- B. **Level II Accountability shall be established (but not limited to) extended operational periods, the creation of branches, working high-rise fires, or when operating over large geographical areas.**
- C. When the IC mandates Level II Accountability, an Accountability Officer shall be established and the CIRs shall be collected. The Accountability Officer shall be responsible for tracking the location and assignment of each company operating at the scene by the use of **Tablet Command**, CIRs, and other tools as necessary.
- D. The Accountability Operations shall be based at the command post.

**V. COMMUNICATIONS**

- A. Upon completion of an assigned task, members shall utilize unity of command (chain) to report status.
- B. Radio traffic shall be preceded by unit designation, assignment, and crew location.



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**VI. SITUATIONAL AWARENESS**

All personnel are accountable for the safety of themselves and other members.

- A. Crew members shall maintain a constant awareness of the location and function of all members working with them.
- B. All members shall maintain an awareness of each other's physical condition and shall use unity of command (chain) to request help, relief, and reassignment of fatigued crew members.
- C. When working in an IDLH atmosphere, team members must always be in contact with each other through one of the following methods: voice (not by radio), visual, or touch.

**VII. PERSONNEL ACCOUNTABILITY REPORT (PAR)**

- A. A Personnel Accountability Report (PAR) involves a roll call of personnel assigned to an incident to account for welfare and confirm location and assignment.
- B. For the branch director, division/group supervisor, or company officer/**single resource**, a PAR is confirmation attesting to the safety and welfare of all members of each company assigned.
- C. Company officers shall include a report of their location and tactical assignment when contacted for a PAR.
- D. Reports of PAR should be conducted face-to-face within the company/**single resource**, group, division, or branch whenever possible.
- E. In the event of an evacuation, crews should report promptly to Command to ensure the accountability of all members.

**VIII. EVENTS REQUIRING A PAR**

- A. Report of firefighter(s) missing or transmission of a "Mayday"
- B. Major change of conditions or catastrophic event (i.e. flashover, collapse, explosion, etc.)
- C. Change of mode or strategy
- D. Change of tactical radio channel
- E. Time intervals, as designated by the IC (accountability measure)

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F. Prior to the release of the RIT from the emergency scene

**REFERENCES:** Golden Fire Department – SOG #501, Personnel Accountability System, issued 10/27/00

Mt. Lebanon Fire Department – SOG #210.3, Accountability, issued 8/08

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: SAFETY  
**Topic:** Safety Officer Roles and Responsibilities

<b>Topic No:</b>	<b>2110.05</b>
<b>Date:</b>	<b>08-30-17</b>
<b>Approved:</b>	<b><i>CDIII</i></b>
<b>Review Date:</b>	<b>08-30-19</b>
<b>Replaces:</b>	<b>Same, dated 08-15-13</b>

**PURPOSE:** To outline the role and responsibilities of the Incident Safety Officer position.

**SCOPE:** All DFD personnel

**THE ROLE OF AN INCIDENT SAFETY OFFICER (ISO)**

Incident scene safety is the ultimate responsibility of the Incident Commander, but everyone operating on the scene has the responsibility of working in a safe manner. The role of an Incident Safety Officer (ISO) is to confirm and recommend measures for ensuring personnel safety as well as assess and anticipate hazardous and unsafe situations at incidents or training evolutions. The Incident Commander can override the ISO and take responsibility for the risk. The ISO position is staffed by the Shift Commander assigned to the incident and is part of the Incident Commander's Command Staff. In the case where a Shift Commander is not assigned to an incident, the Incident Commander should appoint a Safety Officer. An ISO does not need to be an officer as the Incident Commander can appoint whomever they deem the most qualified to fill the position. The ISO's responsibility is the overall safety of a given incident. Assistant Safety Officers can be appointed and assigned to specific locations and tasks as needed. An example might be to designate a member with experience in High Angle Rescue as the Assistant Safety Officer of a High Angle Incident.

Safety Officers/Assistant Safety Officers are different from a Rapid Intervention Team (RIT); each have distinctively different functions.

The Safety Officer/Assistant Safety Officers are an individual or group of individuals that are assigned to evaluate and monitor all aspects of the incident to include the safety of operations and tactical effectiveness and identify destabilizing and/or changing conditions that may adversely affect the efficiency of operations and personnel on scene.

A Safety Officer/Assistant Safety Officer may assist with implementing the Personnel Accountability System (P.A.S.) at the discretion of the Incident Commander.

While all members are empowered to do whatever is necessary to prevent injury, the Safety Officer has the authority to call for an immediate cessation of operations without previously consulting the Incident Commander.

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## I. SAFETY OFFICER FUNCTIONS (ISO)

The ISO's primary job is the safety of the members working on an emergency scene. The ISO must be mobile to be able to evaluate all aspects of the incident. The ISO has the authority to alter, suspend or terminate operations. At the onset of the incident, the ISO should review and understand the Incident Action Plan by conferring with the Incident Commander. The ISO will then look for immediate risks as well as potential hazards. It may be necessary for the ISO to give the Incident Commander periodic updates and evaluations of the incident. The ISO may produce and articulate a safety message for all members operating at a scene; high-risk events with a high degree of technical difficulty as well as incidents with extended operational periods are just two examples of when a safety message will be communicated by the ISO via the Incident Commander.

Some of the functions of the ISO include:

- Identify and establish safety zones
- Monitor vehicle traffic near responders
- Establishment of the proper level of Rapid Intervention Teams.
- Ensure that the Incident Commander has addressed Responder Rehabilitation and that the level and extent of rehabilitation matches the size/complexity of the incident.

## II. POTENTIAL RISKS AND MITIGATION OPTIONS

Potential Risks include:

- Construction type-age, bars on windows, roll up doors
- Weather conditions
- Tripping hazards
- Vehicle movement
- Overhead hazards
- Assess Operational Period worktimes and implement Rehab in support of the Incident Commander
- Working conditions

Some of the items an ISO is looking for include:

- Appropriate PPE
- Accountability
- Span of Control

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- Haz-Mat
  - Electrical hazards
  - Appropriate staffing levels available to relieve crews working on scene
  - Changing conditions-new information
  - Unsafe acts
  - Scene security
  - Escape routes such as two means of egress from a roof
- 
- In mitigating an incident, members of the Denver Fire Department will operate from a "Risk-Based Response" platform. Risks taken will be assessed, calculated and driven by the "Mission" and "Needs" of the incident. Maintaining acute situational awareness on the scene, wearing appropriate personal protective equipment, and continual training will help manage the risk of an emergency scene. An ISO evaluates and manages risks in the following ways;
    - Stopping unsafe, unnecessary actions immediately
    - Monitoring and informing the Incident Commander of any identified safety concerns
    - Removing, flagging, or setting up barriers around hazards
    - Suggest/recommend adjusting the Incident Action Plan

Not all hazards have to be dealt with, the ISO or Incident Commander may choose to accept the risks of certain hazards to accomplish a mission.

**III. DOCUMENTATION**

DFD Safety Officers utilize a Safety Officer Checklist at all significant incidents. After each incident, the completed checklist shall be attached to the NFIR for that incident.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: INCIDENT OPERATIONS  
**Topic:** Tactical Considerations at Emergency Incidents

<b>Topic No:</b>	2111.01
<b>Date:</b>	06-12-17
<b>Approved:</b>	CD
<b>Review Date:</b>	06-12-19
<b>Replaces:</b>	Same, dated 03-22-11

**PURPOSE:** To provide direction when a crew is in doubt about a course of action at an emergency scene

**SCOPE:** Applies to all members in a situation where a course of action must be initiated at an emergency

When in Doubt:

1. Crew integrity must be maintained for safety and coordination of operations. Members should work in teams of two or more at all incidents.
2. All safety and protective equipment shall be used at all incidents unless otherwise authorized (i.e. SCBA at dumpster and car fires, eye protection at medical emergencies, etc.)
3. Safety of Department members must come before speed or competition at any incident.
4. Officers must maintain contact with all crew members and know their locations at all times.
5. When in doubt at a natural gas emergency, turn off your radio.
6. First in Engine should lay a supply line to obvious working fires and attack the fire as rapidly as possible.
7. When in doubt, utilize a 2-1/2" inch hand line (volume, pressure, staffing, etc.)
8. 1-3/4" hand lines should be limited to 300 feet.
9. At auto accidents with trapped victims, a minimum 1-3/4" line shall be used and a supply line lay to the Engine, if possible.
10. Auto fires require a 1-3/4" line minimum to protect the crew and affect extinguishment.
11. Reels or red lines should never be stretched into buildings for firefighting.
12. At auto accidents, members should not enter the vehicle until it is stabilized and a protective line is laid.

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13. The Humat Valve shall be used for maximum effective use of an Engine. **If a situation dictates that the HUMAT valve cannot be used for the initial water supply, this information shall be communicated over the tactical channel to all responding units.**
14. Engines should be used to their capacity before other hydrants are used.
15. 5” hose should be laid in such a manner as to not block intersections or streets, if possible.
16. Crews and apparatus should not be committed to work where they are exposed to falling high voltage power lines.
17. When it becomes apparent that opposing lines are operating, **consideration should be given to shutting one line down.**
18. At all incidents, the first **truck officer or second arriving engine** officer at the scene shall assume command of the incident.
19. Apparatus officers are in charge at still alarms and must make their own decisions. Dispatchers can not make decisions for officers in the field.
20. When in doubt about the need for help at an incident, call for help.
21. At any fire incident where there are burned victims or fatalities, the call list must be made **and an arson investigator should respond.**
22. When leaving a building where there is not a representative available, leave a note that the Fire Department was present and of the actions taken (**see 2111.08a, Notice of Property Entrance for Investigation of Emergency Form, which is obtained through Fire Prevention Division.**). Make sure the building is secure and the alarm system reset.
23. All officers and members should be aware of and work within the design limitations of their apparatus and equipment.
24. Do not be in a hurry to pick up responding apparatus until the incident is thoroughly investigated.

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STANDARD OPERATING GUIDELINE

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**Topic:** Tactical Considerations at Emergency Incidents

<b>Topic No:</b>	2111.01
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<b>Replaces:</b>	Same, dated 03-22-11

25. If the situation does not feel right, it probably is not, so take the time to evaluate your situation.
26. Firefighters should not use extinguishers or hose lines furnished in buildings, except as a last resort.
27. At all incidents, Opticom should be turned off to aid visibility and release traffic control devices.
28. At auto accidents, apparatus should be placed to protect firefighters and victims from oncoming traffic.
29. Master streams should not be used when people are still inside the building, except in extreme cases.
30. Firefighters entering buildings should bring all protective equipment and tools with them to save time.
31. Any officer or firefighter given a task to accomplish should keep their superior informed on progress or completion of given task.
32. Before forcing entry, look for a Knox Box and try the door.
33. When the fire is out, the next step is to determine its cause before disturbing the scene and destroying evidence of a crime.
34. Never leave a crime scene until relieved by an authorized investigator so that chain of evidence will be maintained. Secure the area immediately.
35. When calling for outside agencies, give the Dispatcher complete information as to what you want them to do.
36. Truck, Engine, and Rescue companies each perform vital tasks at any incident. Never perform another company's job when your job is not completed. For example: Engines performing extrication at an auto accident when protective lines are not stretched; or Trucks operating hand lines when rescue and ventilation are not complete.

**REFERENCES:** None





**Fire Department**  
Fire Prevention Division

745 West Colfax Avenue  
Denver, CO 80204  
p: 720.913.3474  
f: 720.913.3596  
[www.denvergov.org/fire](http://www.denvergov.org/fire)

# NOTICE

## INTERRUPTION OR COMPROMISE OF FIRE ALARM, FIRE DETECTION, FIRE PROTECTION AND/OR BUILDING EXIT SYSTEM

DATE: \_\_\_\_\_ TIME: \_\_\_\_\_ INCIDENT #: \_\_\_\_\_

TO: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

YOU ARE HEREBY NOTIFIED THAT YOUR \_\_\_\_\_ SYSTEM HAS BEEN FOUND INOPERABLE

**FIRE ALARM**

**FIRE DETECTION**

**FIRE PROTECTION**

**BUILDING EXIT SYSTEM**

(Circle whichever is applicable)

It is your responsibility to begin a fire watch and secure a fire watch permit, according to the attached Guidelines. Contact the Denver Fire Department, Fire Prevention Bureau at (720) 913-3474 during normal business hours to apply for a fire watch permit. The actual permit will specify all conditions and release date.

\_\_\_\_\_  
Print - Party Receiving Notice or Specific Location of Posting

\_\_\_\_\_  
Phone # \_\_\_\_\_

Signature - Party Receiving Notice

\_\_\_\_\_  
Phone # \_\_\_\_\_

Officer in Charge - Denver Fire Department

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS

Topic: INCIDENT ACTION PLAN

Topic No:	2111.02
Date:	07-15-19
Approved:	CDIII
Review Date:	07-15-21
Replaces:	NEW

**PURPOSE:** To define and standardize the use of an Incident Action Plan (IAP) for all incidents where members have entered an IDLH atmosphere or a division or group has been created.

**SCOPE:** This guideline applies to all members of the Denver Fire Department that are acting in the Incident Commander role.

**I. INTRODUCTION**

An Incident Action Plan (IAP) is an organized course of events that addresses all phases of incident control within a specified time. Incident Action Planning starts with identifying the strategy to achieve a solution to the confronted problems. The strategy should be broad in nature and define what must be done.

An Incident Action Plan formally documents incident goals (known as control objectives in the National Incident Management System (NIMS), operational period objectives, and the response strategy defined by incident command during response planning. Formally documenting and continual updating of the IAP is critical to incident accountability. Incidents spanning more than one 12-hour operational period, involve multiple agencies and/or jurisdictions may require additional IAP documentation.

In Homeland Security Presidential Directive-5 (HSPD-5), President Bush called on the Secretary of Homeland Security to develop a national incident management system to provide a consistent nationwide approach for federal, state, tribal, and local governments to work together to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

HSPD-5 requires state and local adoption of NIMS as a condition for receiving federal preparedness funding.

The NIMS represents a core set of doctrine, principles, terminology, and organizational processes to enable effective, efficient, and collaborative incident management at all levels. To provide the framework for interoperability and compatibility, the NIMS is based on balance between flexibility and standardization.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS

Topic: INCIDENT ACTION PLAN

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**II. POLICY**

**TABLET COMMAND:**

Tablet Command (TC) is the Incident Management Software used by Denver Fire Department to manage, document, and track incident resources in real time. It is designed to utilize NIMS and is critical to command, control, and accountability of working incidents. The TC program shall be used by incident commanders when crews are operating in an Immediately Dangerous to Life and Health (IDLH) atmospheres or where the incident has progressed in a manner that Groups or Divisions are being utilized. First arriving officers shall take command, organize, and structure the incident using NIMS as the template. The TC module should only be used to take command once the first-arriving Chief Officer arrives on scene and not while en route. At the height of the incident, the IC will take a screenshot of the IAP and later attach this to the NFIR report. The Activity Log, which contains all the time-stamped data from the incident, will be emailed to themselves and attached to the NFIR report as well.

**TACTICAL BENCH MARKS:**

While multiple bench marks must be achieved during an incident, eight standard bench marks have been identified for structure fires that must be communicated on the air upon completion. Utilizing these bench marks and the standard terminology will allow for these bench marks to be queried and tracked thus giving the Department an indication of the efficiency of the operations.

**FIRE BENCH MARKS:**

- Utilities Secured
- Secondary Means of Egress
- Water on the Fire
- Primary Search
- Victim(s) Removed
- Fire Under Control
- Secondary Search
- Loss Stop

DENVER FIRE DEPARTMENT  
STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS  
Topic: Elevator Rescue Response

Topic No:	2111.03
Date:	02-19-19
Approved:	CDIII
Review Date:	02-19-21
Replaces:	Same, dated 08-31-17

**PURPOSE:** To establish safe operating procedures for all Denver Fire Department personnel on elevator responses.

**SCOPE:** Applies to all DFD personnel training on or operating at an **elevator incident and/or rescue**. This guideline recognizes that building fires, smoke conditions, technical rescues, and medical emergencies may exist that dictate emergency actions other than those outlined here as the basic organizational structure for stalled elevators. This guideline shall be the only recognized elevator rescue guideline for all types of elevators, and it replaces all related district guidelines for elevator rescue.

**GENERAL OPERATIONS:**

**Truck Officer:**

- Assume command on established tactical channel.
- Obtain set of building master keys.
- Check status of building and elevator system; recall elevators as needed  
**Considerations should be given to recycling/recalling a stalled elevator when a blind shaft is involved.**
- Relay location of car(s).
- Once relieved of command by District Chief, join crew and oversee operations.

**Engine Officer:**

- Proceed to the machine room with one member of the engine crew, communicate to IC that power has been shut-off to the affected elevator.
- One member will remain on the assigned Tac channel, while the second member switches to radio to radio. This ensures if communications fail on the assigned tactical channels, a second radio channel may be utilized. Tactical channel failure may occur inside structures (i.e. high rise, below grade and dead spots).
- Remains at the power shut off location for the duration of the incident.

DENVER FIRE DEPARTMENT  
STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS  
Topic: Elevator Rescue Response

Topic No:	2111.03
Date:	02-19-19
Approved:	<i>CDIII</i>
Review Date:	02-19-21
Replaces:	Same, dated 08-31-17

**UNDER NO CIRCUMSTANCES SHALL THE HOISTWAY OR CAR DOORS  
BE OPENED BEFORE THE POWER IS SHUT OFF**

**Truck Crew:**

- Take the elevator keys and all other appropriate equipment needed to the proper floor.
- Determine number of trapped parties.
- Determine condition of trapped parties and need for EMS.
- Confirm the power to the stalled elevator has been turned off.
- Confirm the location of car(s). If there are no keyways, consider poling across first then down to open the affected car.
- Open doors and determine if the victims can be removed safely, secure shaft-way door.
- If the victims cannot be removed safely, close the doors, re-start system and attempt a reboot/recall.

**Engine Crew:**

- The remaining members of the Engine crew will bring EMS equipment to the floor of the stalled elevator.
- Work under the direction of the Truck Officer.
- Assist Truck crew with extrication if multiple floors are involved in removing the trapped parties.

**Chief Officer:**

- Assume command.
- The Command Post will be incident driven.
- If the need for a technical rescue is determined, secure power to elevators adjacent to stalled car.

DENVER FIRE DEPARTMENT  
STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS  
Topic: Elevator Rescue Response

Topic No:	2111.03
Date:	02-19-19
Approved:	<i>CDIII</i>
Review Date:	02-19-21
Replaces:	Same, dated 08-31-17

**Removal from hatchway (Operations level rescue), Safety Considerations:**

- Turn on light on top of stalled elevator car with pike pole.
- Shut down power on top of stalled car using a pike pole to press the **emergency stop button**.
- Secure outer doors with elevator chocks.
- Ensure ladder rungs extend above destination, whether floor or top of car.
- Have a Rescuer **IN** the stalled car, **ON** the stalled car and **ON** the floor to ensure constant contact with the victim.
- Rescuers must be able to safely access the top of the stalled car via shaft way doors.
- Stalled car must be within reach of telescoping ladder only.
- There should be no fall hazard - meaning the fall potential, or clearance between car and shaft should not be a concern, either due to a metal safety cage surrounding the stalled car or minimal void space between car and shaft way wall on **all 3 sides**.
- The car should be safe enough for rescuers to operate on top of.
- There must be an operable hatch large enough to extricate a victim by ladder.
- Occupants must be able to assist in self-extrication, be ambulatory and stable enough to climb a ladder out of the stalled car and off the top of the stalled car.
- Occupants shall not be transferred from car to car. Once removed from the car and onto the roof of the car, they shall be removed only via the shaft-way doors.

The incident may be determined to be a **technical rescue** which is defined as:

- The need to remove the occupants from the car using hatch-way without 3 sides of fall protection.
- Taking control of car in a manner other than normal or firefighter operation.
- Car to car transfers.
- Rope systems or breaching.

**DENVER FIRE DEPARTMENT  
STANDARD OPERATING GUIDELINE**

**Section: OPERATIONS: INCIDENT OPERATIONS**  
**Topic: Elevator Rescue Response**

<b>Topic No:</b>	<b>2111.03</b>
<b>Date:</b>	<b>02-19-19</b>
<b>Approved:</b>	<b><i>CDIII</i></b>
<b>Review Date:</b>	<b>02-19-21</b>
<b>Replaces:</b>	<b>Same, dated 08-31-17</b>

**In the event of a technical rescue:**

- Notify Command, request appropriate High-Angle and Shift Commander resources, and ensure that the elevator company is responding.
- High-Angle response companies will report to IC for incident details.
- Shift Commander will be on site Safety Officer.

**THESE ACTIONS SHALL NOT BE ATTEMPTED WITHOUT THE ASSISTANCE OF THE HIGH ANGLE TEAM, AND/OR ELEVATOR SERVICE COMPANY.**

On all elevator rescue calls, proper PPE shall be worn. At a minimum, helmet and gloves should be worn. Consideration should be given to the possibility of smoke in the machine room. If a box alarm is also activated from the elevator machine room or shaft-way, treat it as a fire rescue call with full PPE and firefighting equipment.

Technical PPE shall be worn if entry into the shaft way is warranted on a technical rescue incident.

Consideration should be taken for fall protection on open elevator shaft ways.

At the end of the incident, notify the building representatives of the actions taken and leave the power off to the affected car. Leave conveyance OTC with RP.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS  
Topic: Civil Disorder

Topic No:	2111.04
Date:	10-10-22
Approved:	RM
Review Date:	10-10-25
Replaces:	Same, dated 07-12-18

**PURPOSE:** To assist DFD crews in continuing their mission of protecting lives and property in a safe and effective manner during any adverse conditions brought on by terrorist activity, civil disorder, or unruly demonstrations.

**SCOPE:** Applies to any DFD member on duty, with special emphasis on Company Officers as well as Incident Commanders (ICs), in an effort to protect involved Department members.

**DEFINITIONS:**

**Code 100:** Individual company/member calling for emergency assistance from DPD. Code 100 should only be used when the crew or an individual member is in imminent danger and doesn't want to use the words 'police' on the air as they may be in the presence of an unruly/violent party. Upon hearing Code 100, the Fire Dispatch Team will request DPD to respond Code 10 to the unit requesting location without further questions.

**I. STRATEGIC CONSIDERATIONS FOR CIVIL DISORDERS, PROTEST, OR RIOTS**

The first priority in any type of civil disorder shall be to establish the incident command system in order to provide command and control of the situation. This will provide for the safety and wellbeing of all personnel responding.

The Incident Commander or Shift Commander on scene shall make the decision concerning the security of the area, when to stage, when to evacuate, the need for fire personnel/equipment, and the tactics to be implemented. The Shift Commander will work with the Dispatch Team to secure a working TAC Channel for the incident.

Civil disorder may consist of an unruly crowd, small, localized situation, demonstration, or sit-in with the possibility of a hostile crowd or a protest or a riot situation. The Dispatch Team will notify the on-duty Shift Commander who will notify the Division chief of Operations and Command Staff as appropriate.

Officers and chiefs will use plain language when describing crowd size and location and will monitor the situation from a safe distance if needed.



**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: OPERATIONS: INCIDENT OPERATIONS**  
**Topic: Civil Disorder**

<b>Topic No:</b>	<b>2111.04</b>
<b>Date:</b>	<b>10-10-22</b>
<b>Approved:</b>	<b><i>RM</i></b>
<b>Review Date:</b>	<b>10-10-25</b>
<b>Replaces:</b>	<b>Same, dated 07-12-18</b>

Safety is the top priority in these instances, and crews should be always kept together. Members will consider wearing/displaying the following when encountering a civil unrest situation.

- Fire helmet for increased safety and visibility
- Fire department t-shirt and turnout coat and pants
- Ballistic vest and/or ballistic helmet

**II. CODE 100**

Any member may call the Fire Dispatcher to request emergency assistance, but this Code should only be used when the crew or an individual member is in imminent danger and needs an immediate police response, code 10.

When calling for emergency assistance, the following information should be used:

- A. Unit number or call sign (e.g., Engine 3)
- B. Code 100
- C. Location

For example: “Engine 3, Code 100, 25<sup>th</sup> and Blake”

The requesting unit may not be able to relay their position/location and as such the Fire Dispatch Team should send the Police Response to the address listed in CAD for the incident.

The Fire Dispatchers will respond with “Message Received, Wilco.”

If the situation de-escalates to the point where radio communications are possible with the Dispatchers, further information may be relayed, or the Code 100 may be cancelled.

**REFERENCES:** None

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: INCIDENT OPERATIONS  
**Topic:** Evacuation of a Structure or Area  
During an Operating Incident

<b>Topic No:</b>	<b>2111.05</b>
<b>Date:</b>	<b>03-08-2022</b>
<b>Approved:</b>	<i>RM</i>
<b>Review Date:</b>	<b>03-08-2024</b>
<b>Replaces:</b>	<b>Same, dated 08-30-17</b>

**PURPOSE:** To facilitate the evacuation of DFD personnel from a life-threatening situation at an operating incident

**SCOPE:** Applies to all DFD members operating at an incident

To evacuate Fire Department personnel from a life-threatening situation at an incident, the following procedures shall be followed:

- A. If a life-threatening situation is imminent or has already occurred, the Incident Commander or Safety Officer shall immediately direct all members working at the incident to evacuate the structure and ask the Dispatch Team to sound the Emergency Backout Tone over the tactical channel.
- B. The Dispatch Team activates the oscillating Emergency Back-out Tone on the tactical channel (keep in mind that the tone cannot be transmitted on a non-repeated channel, i.e., radio-to-radio).
- C. All fire apparatus operators on scene, upon hearing the Incident Commander's order and/or the evacuation alert tone, will sound their air horns for 15 seconds. The 15-second horn blasts can be repeated when the complexity of the structure and/or incident warrant.
- D. Fire Dispatch will transmit on the tactical channel the oscillating Emergency Back-out Tone. This message will be transmitted three times. When the tactical channel is a non-repeated channel (radio-to-radio), the Incident Commander shall repeat three times that DFD personnel are ordered to evacuate the structure or area.
- E. All on-scene officers shall immediately order their subordinates to evacuate.
- F. All personnel shall retreat to a safe area, as designated by the Incident Commander, Branch Director, Division/Group Supervisor, or Company Officer. The Incident Commander will ensure that a Personal Accountability Report (PAR) is conducted immediately following members evacuating a structure due to the backout order.
- G. Immediately following the evacuation of the building and the PAR, the Branch Director or Division/Group Supervisors or Company Officers shall report the status of their assigned crews when asked by the Incident Commander or designee who is coordinating the PAR.
- H. Company Officers shall include a report of their location and tactical assignment when contacted for a PAR.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS  
Topic: Level 1 and Level 2 Staging

Topic No:	2111.06
Date:	08-30-17
Approved:	CDIII
Review Date:	08-30-19
Replaces:	Same, dated 03-22-11

**PURPOSE:** To establish Level 1 and Level 2 staging on incidents and set parameters when each may be appropriate

**SCOPE:** Applies to all Operations members and support staff when assigned to both emergent and non-emergent scenes when multiple companies will be responding

Unless otherwise assigned, all responding units and support personnel shall inform the IC or designated Staging Officer when arriving on scene and shall stage until assigned by the IC.

Advantages of Staging

The Incident Commander or first arriving Officer on scene should use Level 1 or Level 2 staging at tactical incidents. The effective use of staging:

- A. Will prevent excessive apparatus congestion at the scene
- B. Allows Command to evaluate the scene prior to assigning companies
- C. Places apparatus in an uncommitted location close to the immediate scene to facilitate more effective assignments by Command
- D. Reduces radio traffic at larger incidents and ensures resources are maintained by utilizing a Staging Officer
- E. Allows Command to formulate and implement a plan with reduced confusion and pressure from arriving units

**I. LEVEL 1 STAGING**

When Level 1 Staging is established, incoming companies shall position themselves according to potential strategic objectives or tactical priorities with regard to access, apparatus placement, water supply, etc. Companies shall try to position their rigs to maintain open routes of travel to the scene for other companies or equipment requested by the IC.

Companies shall report their staged position and stand by until receiving orders from Command.

If staged companies observe critical tactical information, they should advise Command of such conditions.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: INCIDENT OPERATIONS  
**Topic:** Level 1 and Level 2 Staging

<b>Topic No:</b>	<b>2111.06</b>
<b>Date:</b>	<b>08-30-17</b>
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<b>Review Date:</b>	<b>08-30-19</b>
<b>Replaces:</b>	<b>Same, dated 03-22-11</b>

**II. LEVEL 2 STAGING**

Level 2 staging should be considered when additional companies and equipment are required. The Staging Area will be designated by the Incident Commander and should be located away from the Command Post and emergency scene to allow adequate space for assembly and movement of equipment.

When Command announces Level 2 Staging and a location (i.e. Level 2 Staging at Colfax and Broadway), all incoming units will report to and remain in staging until assigned by the Staging Officer or Command.

The first arriving Officer to the Level 2 Staging Area will become the Staging Officer and assume control of the Staging Area. If the Incident Commander needs to utilize the Staging Officer's company, the task and assignment of the Staging Officer will be passed to the next arriving apparatus into staging. This process will continue until a permanent Staging Officer is designated.

All responding companies will respond directly to the Staging Area and report in person to the Staging Officer. They will standby their apparatus with their company intact.

When requested by the Incident Commander, the Staging Officer will assign companies, informing them where and to whom to report. He/She will then advise the Incident Commander of the specific units assigned.

The Staging Officer should maintain a log of all companies and equipment assigned to staging. It will also be the Staging Officer's responsibility to maintain base levels of personnel and equipment as required by the Incident Commander.

Staging Officers should consider the use of a different radio channel to request resources from Dispatch to avoid unnecessary radio traffic on the tactical channel.

**REFERENCES:** None

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS  
Topic: Natural Gas

Topic No:	2111.07
Date:	08-02-19
Approved:	CDIII
Review Date:	08-02-21
Replaces:	Same, dated 07-18-18

**PURPOSE:** To establish a guideline for operating at a natural gas emergency

**SCOPE:** Applies to all Denver Fire Department personnel responding to a natural gas emergency

**I. CONSIDERATIONS FOR INSIDE GAS LEAKS**

Natural gas is much lighter than air and will usually dissipate rapidly in the outside environment. Inside buildings, however, it tends to pocket, particularly in attics and dead air spaces. The flammable limits are approximately 5% to 15% in air. These low explosive limits create the possibility of the air/gas mixture being too rich for an ignition to occur until after fire department intervention. Natural gas itself is non-toxic; however, it displaces oxygen and can result in asphyxiation if in a confined space. Carbon monoxide will not be found during a natural gas leak unless it is being burned. Flammable gas ranges can only be determined by a combustible gas instrument.

All firefighters that enter a potentially explosive atmosphere must wear all their personal protective equipment, including SCBA. All electrical switches shall be left in the position found. Doorbells and other sources of spark-producing mechanisms should be guarded against accidental activation.

Although the Motorola radios are intrinsically safe the potential for an ignition source is low, if the radio and battery are damaged its intrinsic ability may be compromised. With high concentrations of natural gas, it is best to minimize portable radio use when entering the structure and when possible transmitting outside of the area, or until the determination has been made that the leak is controlled, and the atmosphere is out of the explosive range.

It may be necessary to have the electricity to the structure shut off. Mercury switches in a thermostat create a spark when activated. This hazard can be eliminated by turning off the breaker switches that are generally located outside of the building; consider the possibility of gas permeation into the breaker box from the structure. In instances where it is impractical for fire crews to shut off the power supply, Xcel Energy shall be contacted.

Shutting off the gas at the meter is the quickest way to eliminate all the pilot lights as well as the leak.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS  
Topic: Natural Gas

Topic No:	2111.07
Date:	08-02-19
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Replaces:	Same, dated 07-18-18

**A. ENGINE COMPANY OPERATIONS**

The first arriving engine company has the responsibility of securing a water supply and being prepared to have an attack line ready in the event of fire or explosion. The first-in engine officer has the option of:

1. Reverse lay, from the affected building to the hydrant.
2. Staging at the nearest hydrant.
3. Laying in short of the building.
4. Laying in well past the building. (This is preferable, as size-up can be conducted on three sides of the building.)

If the engine company has laid a supply line, the engine shall not be spotted directly in front of the building.

1. In areas that have an immediate truck company response, the first-in engine crew shall not enter the building.
2. When necessary, the first-in engine company shall lay a supply line; the crew shall ready an attack line and remain outside of the building.
3. The crew shall not position themselves directly in front of the building.
4. All personnel shall have their full PPE on, including SCBA.

If the leak is large and ignition has not taken place, the first engine crew shall ready an attack line. If a structure fire is burning or an explosion has occurred in a structure, the initial attack shall be performed by the first-in engine. The minimum attack line shall be a 1-3/4" hand line.

If heavy concentrations of gas are detected, the members shall exit the building and shut down the gas from the meter outside.

In areas where the first-in truck company is several minutes away, the crew of the engine company shall secure a water supply and, if conditions warrant, ready an attack line. Two members of the crew may enter the building to locate and secure the gas leak. A truck company arriving after a company that has initiated an investigation shall not enter the area unless requested to do so by the incident commander.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS  
Topic: Natural Gas

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Replaces:	Same, dated 07-18-18

**B. TRUCK COMPANY OPERATIONS**

The first-in truck company shall spot the truck well beyond or short of the building. The truck shall not be spotted directly in front of the building.

The truck company officer shall establish incident command and build the command structure as the situation dictates and available resources allow. Two crew members shall be sent to locate and secure the gas leak. One member should be sent to locate the gas meter and be prepared to shut it down if necessary. Any additional staffing requirements or additional resources needed should be relayed to the incident commander immediately. All later arriving units shall stage away from the building and wait for orders from the incident commander. **No Department member shall enter the building, other than the first-in crew, until ordered to do so by the incident commander.**

All truck companies now carry the Multiple-Gas meter for leak detection, as well as TIF meters. The meters are programmable multiple-gas monitors designed to provide continuous exposure monitoring of toxic organic and inorganic gases, oxygen, and combustible gases. The TIF meter detects the presence of combustible and/or flammable gases, but it does not give numeric readings, and can not be used to determine the explosive limits of any atmosphere where a leak is detected.

Most natural gas emergencies occur when a pilot light has gone out on an appliance (generally a stove), and/or the thermo coupling has failed on a water heater or furnace and the gas continues to flow. Shutting off the gas to the affected appliance can easily mitigate these conditions. In residential gas emergencies, these appliances should be considered and investigated first.

Ventilation shall be performed by vertical or positive pressure after the leak has been controlled and ignition sources eliminated. Fans (use large fans when available) shall be connected to an outside power source (generators, if necessary) and at **no time** shall fans be used in such a manner as to draw natural gas-contaminated air through them. Fans should be turned on before moving them into position.

After ventilation has been completed, meters should be used in the building to make a final check to ensure that natural gas is not present, or limits are below **10% LEL**, and that carbon monoxide levels are acceptable (less than 9ppm in residential, 35 ppm in commercial).

## STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: INCIDENT OPERATIONS  
**Topic:** Natural Gas

<b>Topic No:</b>	2111.07
<b>Date:</b>	08-02-19
<b>Approved:</b>	<i>CDIII</i>
<b>Review Date:</b>	08-02-21
<b>Replaces:</b>	Same, dated 07-18-18

## II. CONSIDERATIONS FOR OUTSIDE GAS LEAKS

*Below is the response and mitigation procedures for Xcel Energy to outside gas leaks. The Denver Fire Department will not mitigate an outside leak unless it has been determined by the Incident Commander that an immediate life hazard exists.*

### ***XCEL'S BLOWING GAS RESPONSE TO OUTSIDE GAS LEAKS***

- 1. First arriving supervisor is referred to as the "First Responder" Their duties are to access the leak, check surrounding buildings and areas for migration and formulate an action plan. The First Responder should be the point of contact for the first DFD assigned company or chief.*
- 2. Second arriving vehicle is referred to as the "Trouble Truck" they will be responsible for the stoppage of the leak.*

### ***XCEL'S BLOWING GAS PROCEDURES TO OUTSIDE GAS LEAKS***

- 1. Xcel's blowing gas procedures will not allow their first responders to enter and work in a gaseous atmosphere, trench and or excavations to mitigate leaks unless there is no alternative.*
- 2. Their procedure utilizes the practice of "digging back" and remotely shutting off gas to mitigate the leak.*
- 3. This increases the time frame in which the incident can be resolved.*

### **A. DENVER FIRE PROCEDURES FOR OUTSIDE GAS LEAKS**

Denver Fire companies will not plug or crimp lines on outside gas leaks unless it has been determined that an immediate life hazard exists and has been approved by the Incident Commander. Crimping or plugging gas lines shall be considered a last resort for outside gas leak mitigation.

Xcel Energy has requested that natural gas leaks not be plugged or crimped by DFD personnel for the following reasons.

1. Plugging or crimping a gas line may cause damage further down the line.
2. Companies will not be able to ascertain if the gas line is 2-way pressure fed.
3. The proper PPE for gas line work is a one-piece nomex suit, which protects against pockets of gas being trapped between the layers of PPE.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS  
Topic: Natural Gas

Topic No:	2111.07
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4. Creating a spark when there is a “joint” or “combined” trench, containing an electrical line and gas line in the same trench is another concern for our crews working in a trench that contains a severed gas line.

Companies should protect exposures, protect in place, or evacuate occupants. The area shall be secured, and nearby buildings should be evacuated and sealed by shutting windows and doors. HVAC system air intakes may also draw gas into a building and may need to be shut off as well. A perimeter must be established where the gas limits are below **10% LEL**. Exposures shall be covered by hose lines while Xcel Energy repairs the rupture or shuts down the supply.

1. I.C should contact the First Responder and establish a command post where assistance can be coordinated.
2. General assistance may be restriction, evacuation, assessment for gas concentrations of the surrounding area / buildings and protective hose lines.
3. I.C should request the assistance from Rescue 1, 2 or the if life hazard mitigation is an absolute and the gas line needs to be plugged. It is important to remember that high amounts of static electricity are developed during the normal flow of gas through plastic piping. Before making any attempt to crimp the pipe, wet rags must be wrapped around the leaking area to prevent a discharge of static electricity.
4. Larger lines, 6” to 10”, can not be plugged, and assistance from Xcel Energy is mandatory. No attempt shall be made to shut off the leak in a high pressure or large diameter supply line.
5. During longer incidents the I.C. with counsel of the First Responder shall decide on the need of Denver Fire Resources. The decision to terminate command will be based on life and property threat. The IC must ensure that threat monitoring will continue after vacating the incident.

If ignition has taken place, there shall be no attempt to extinguish the fire. Protect exposures from radiant heat by applying hose streams directly to the exposure building. Applying hose streams directly to a gas fire will not extinguish the leak and will only hamper the efforts of Xcel crews.

During a large diameter, high pressure leak, members operating in the immediate area of the leak shall wear full PPE, including SCBA.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: INCIDENT OPERATIONS  
**Topic:** Gas and or Electrical Service Disconnect

<b>Topic No:</b>	<b>2111.08</b>
<b>Date:</b>	<b>08-30-17</b>
<b>Approved:</b>	<b><i>CDIII</i></b>
<b>Review Date:</b>	<b>08-30-19</b>
<b>Replaces:</b>	<b>Same, dated 03-22-11</b>

**PURPOSE:** Standardizes communication and documentation for all parties involved in an event in which gas and/or electrical service is disconnected

**SCOPE:** Applies to all Operations Personnel

When there is the need for gas and/or electrical service to be disconnected, the Incident Commander shall notify Fire Dispatch of which utilities (one or both) need to be disconnected, nature of the trouble, and request a response from Xcel Energy.

When the service has been disconnected, the Incident Commander shall complete an Interruption of Gas or Electric Service Form (FD134), and have an on scene responsible party (RP) sign it.

If the building is not occupied or no building representative is available, the FD134 notice shall be affixed in a conspicuous place, along with a Notice of Property Entrance for Investigation of Emergency form.

**REFERENCES:** None



**Denver Fire Department**  
Fire Prevention Division

745 West Colfax Avenue  
Denver, CO 80204  
p: 720.913.3474  
f: 720.913.3596  
[www.denvergov.org/fire](http://www.denvergov.org/fire)

**NOTICE OF PROPERTY ENTRANCE FOR INVESTIGATION OF EMERGENCY**

On \_\_\_\_\_, fire crews entered your premises to investigate a report of an emergency. No responsible party was present to allow entry and as such the Fire Department forced entry to investigate and mitigate the cause.

The Fire Department is not responsible for any necessary damage caused by this investigation.

If you have any questions or concerns please call the Officer in charge at:

\_\_\_\_\_  
Officer

\_\_\_\_\_  
Date

\_\_\_\_\_  
Fire Station #

Address of Entry

Avenue of Entry (door, window etc.)

Time of Entry

Reason for Entry (odor investigation, EMS, Fire Extension, etc.)

Description of Damage by Fire Department



**Fire Department**  
Fire Prevention Division  
745 West Colfax Avenue  
Denver, CO 80204  
p: 720.913.3474  
f: 720.913.3596  
[www.denvergov.org/fire](http://www.denvergov.org/fire)

# NOTICE

## INTERRUPTION OF ELECTRICAL AND / OR GAS SERVICE

DATE: \_\_\_\_\_ TIME: \_\_\_\_\_

TO: \_\_\_\_\_

ADDRESS: \_\_\_\_\_  
\_\_\_\_\_

YOU ARE HEREBY NOTIFIED THAT YOUR **GAS** **ELECTRIC**  
(Circle whichever applicable)

SERVICE HAS BEEN DISCONNECTED DUE TO DAMAGE CAUSED BY \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

PUBLIC SERVICE COMPANY OF COLORADO WILL NOT RESTORE THIS SERVICE WITHOUT THE DENVER BUILDING DEPARTMENT'S AUTHORIZATION. THE BUILDING DEPARTMENT WILL AUTHORIZE RESTORATION ONLY AFTER A STATE LICENSED, DENVER REGISTERED ELECTRICAL CONTRACTOR, OR LICENSED DENVER PLUMBING / HEATING CONTRACTOR (FOR GAS PROBLEMS) REQUESTS AN INSPECTION.

IT IS YOUR RESPONSIBILITY TO SECURE A LICENSED CONTRACTOR TO REPAIR DAMAGES. ONCE THE DAMAGES HAVE BEEN REPAIRED, THE CONTRACTOR MAY RESTORE THE SERVICE.

\_\_\_\_\_  
Signature-Party Receiving Notice

\_\_\_\_\_  
Officer in Charge Denver  
Fire Department

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section:** OPERATIONS: INCIDENT OPERATIONS  
**Topic:** Fire Department Standby for Xcel Energy

<b>Topic No:</b>	<b>2111.09</b>
<b>Date:</b>	<b>08-30-17</b>
<b>Approved:</b>	<b>CDIII</b>
<b>Review Date:</b>	<b>08-30-19</b>
<b>Replaces:</b>	<b>Same, dated 03-22-11</b>

**PURPOSE:** Defines when it is necessary to standby for Xcel Energy response

**SCOPE:** Applies to all Operations members responding to natural gas and/or electrical emergencies

In all situations, the Company Officer or Incident Commander on scene should make the determination if it is necessary for company(s) to standby and wait for Xcel Energy.

DFD company(s) will remain on scene until the IC determines that the scene is safe and there is no longer a hazard.

If it is determined that the scene is safe for company(s) to leave, the Incident Commander should attempt to leave a brief description of what was found, actions taken by DFD company(s), and any Department contact information with a responsible property representative.

The appropriate Departmental documentation should be left with a property representative as needed. These documents may include FD134, Notice – Interruption of Electrical and/or Gas service and Notice of Property Entrance for Investigation of Emergency.

**REFERENCES:** None

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS

Topic: Unified Command at Sporting Events and Special Events

Topic No:	2111.10
Date:	04-30-19
Approved:	CDIII
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**PURPOSE:** To define the mission, required knowledge, skills, and abilities of the Denver Fire Department Event Command role. Also, to describe the procedures, roles, and responsibilities, for delivering the core capabilities required of the Event Command Position.

**SCOPE:** This Guideline applies to all members of the Denver Fire Department that may be involved at the command level for Planning, Prevention, Protection, Mitigation, Response, and Recovery for Events that have a pre-designated Unified Command.

**I. INTRODUCTION**

The Denver Fire Department has created the role of Event Commander when it has been decided to implement a Unified Command at Events. All events pose risk to our communities and citizens. Events with an increased risk profile, including large crowds, contentious intentions, large geographic footprint, and special events, pose significant challenges to our City and especially our first responders. The Event Command role will increase the City and County of Denver’s capabilities at events deemed high risk. Additionally, it will optimize and align with federal directives and frameworks, that establish National priorities and goals.

**II. CONTENTS**

- A. Definitions
- B. Event Command Mission, Purpose, and Role
- C. Requirements, Knowledge, Skills, and Abilities
- D. Training
- E. Procedures

**A. DEFINITIONS**

- **ArcGIS:** A web based geospatial situational awareness tool. It displays real time maps and data beneficial for upper level situational awareness.
- **Colorado Information Analysis Center (CIAC):** The Center serves as the State’s fusion center. A multidiscipline, multi-agency network of professionals from private sector, local, state, tribal, and federal partners conducting analysis and information sharing to prevent, protect, and respond to crimes and potential or actual acts of terrorism. The CIAC is one component of the national network of fusion centers, which are an integral part of the U.S. Department of Homeland Security’s strategic initiative for information sharing.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS

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Topic No:	2111.10
Date:	04-30-19
Approved:	CDIII
Review Date:	04-30-21
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- **Colorado Critical Infrastructure Protection (CIP):** Manages the States involvement in multiple critical infrastructure federal programs and ensures the integration of the National Infrastructure Protection Program (NIPP) into Colorado’s Homeland Security.
- **Constellation/Automated Critical Asset Management System (C/ACAMS):** A Web-enabled information services portal that helps state and local governments build critical infrastructure/key resource (CIKR) protection programs in their local jurisdictions.
- **Denver Emergency Operations Plan (EOP):** The framework for the coordinated management of emergencies that affect the City and County of Denver. Developed in cooperation with all City departments, agencies, and offices, as well as special districts; local, state, and federal government agencies; private sector organizations; and citizen groups. The EOP creates a unified framework for emergency operations by identifying roles and responsibilities, as well as actions to be taken before, during, and after an emergency or disaster. The EOP is the principal plan governing all incidents, emergencies, and disasters occurring within the limits of the City and its mountain parks. The EOP is a binding framework for City government, and all subsequent departments. In addition to the Base Plan, there are the Functional, Support, and Hazard Specific Annexes.
- **Emergency Operations Plan (EOP):** A comprehensive plan that delineates roles, responsibilities, and actions at incidents. All venues and events have comprehensive EOPs.
- **Executive Order 85:** Establishes the policy of the City and County of Denver concerning disaster and significant event Prevention, Preparedness, Mitigation, Response, and Recovery. It also delineates and codifies the Critical Infrastructure Protection Plan for all Departments and Agencies within the City and County of Denver.
- **Homegrown Violent Extremist (HVE):** Individuals inspired, as opposed to directed, by a foreign terrorist organization, and radicalized in the countries in which they are born, raised, or reside.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS

Topic: Unified Command at Sporting Events and Special Events

Topic No:	2111.10
Date:	04-30-19
Approved:	CDIII
Review Date:	04-30-21
Replaces:	NEW

- **Homeland Information Security Network (HISN):** A web-based platform, run by the Department of Homeland Security, which is designed to allow local, state, tribal, and federal government agencies to share "Sensitive but Unclassified (SBU)" information with each other over a secure channel.
- **Homeland Security Evaluation and Exercise Plan (HSEEP):** Provides a set of guiding principles for exercise programs, as well as a common approach to exercise program management, design and development, conduct, evaluation, and improvement planning.
- **Incident Action Plan (IAP):** An incident action plan (IAP) formally documents incident goals (known as control objectives in NIMS), operational period objectives, and the response strategy defined by incident command. It contains general tactics to achieve goals and objectives within the overall strategy, while providing important information on event and response parameters. Equally important, the IAP facilitates dissemination of critical information regarding the status of response assets. Because incident parameters evolve, action plans must be revised on a regular basis (at least once per operational period).
- **Joint Hazards Assessment Team (JHAT):** Organized teams that provide technical support for planning and responding to threats at special events. JHATs are normally comprised of specialized personnel from different agencies and disciplines, such as fire, law enforcement, bomb squad, and public health professionals. JHATs may also include scientists and specialists from private organizations or contractors, depending on the type of event or the possible threats that could occur during the events.
- **Joint Terrorism Task Force (JTTF):** The JTTF is a partnership between various federal, state, and local law enforcement agencies, as well as private organizations, that are charged with intelligence gathering, disseminating, and acting against terrorism.
- **Multi-Agency Coordination System (MACS):** Part of the standardized incident command system. MACS provides the basic architecture for facilitating the allocation of resources, incident prioritization, coordination, and integration of multiple agencies for large-scale incidents and emergencies.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS

Topic: Unified Command at Sporting Events and Special Events

Topic No:	2111.10
Date:	04-30-19
Approved:	CDIII
Review Date:	04-30-21
Replaces:	NEW

- **National Center for Spectator Sports Safety and Security (NCS4):** An organization committed to increasing the advancement of sports safety and security. NCS4 partners with government agencies to develop and deploy practical performance improvement tools that bolster the capacity of agencies that have the potential to respond, mitigate, and manage incidents at events.
- **National Infrastructure Protection Plan (NIPP):** Provides the coordinated approach that is used to establish national priorities, goals, and requirements for Critical Infrastructure Key Recourse (CIKR) protection. It ensures Federal, State, and local resources are applied in the most effective and efficient manner to reduce vulnerability, deter threats, and minimize the consequences of attacks and other incidents. NIPP falls under the authority of Homeland Security Presidential Directive 7, and addresses the physical, cyber, and human considerations required for effective implementation of protective programs and resiliency strategies.
- **National Mitigation Framework:** Establishes a common platform and forum for coordinating and addressing how the Nation manages risk through mitigation capabilities. This Framework describes mitigation roles across local, state, and federal agencies. It addresses how the Nation will lessen the impact of disaster by developing, employing, and coordinating core mitigation capabilities to reduce loss of life and property.
- **National Prevention Framework:** Describes processes and procedures for local, state, and federal government for the actions to take upon the discovery of intelligence or information regarding an imminent threat to the homeland to thwart an initial or follow-on terrorist attack. This Framework helps achieve the National Preparedness Goal.
- **National Protection Framework:** Describes what local, state, and federal agencies should do to safeguard against acts of terrorism, natural disasters, and other threats or hazards. It describes the roles, responsibilities, and coordinating structures that facilitate the development, delivery, and successful implementation eleven core capabilities.
- **National Preparedness System:** The instrument the Nation will employ to build, sustain, plan, deliver, validate, and review capabilities required for disasters and large-scale emergencies.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS

Topic: Unified Command at Sporting Events and Special Events

Topic No:	2111.10
Date:	04-30-19
Approved:	CDIII
Review Date:	04-30-21
Replaces:	NEW

- **National Preparedness Goal:** Identifies five mission areas and thirty-one core capabilities required to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.
- **National Response Framework:** Describes how the Nation responds to all types of disasters and emergencies. This Framework describes specific authorities and best practices for managing incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters. It describes the principles, roles, responsibilities, and coordinating structures for delivering the core capabilities required for responding to an incident. It further describes how response efforts integrate between local, state, and federal agencies and those of different missions.
- **National Special Security Event (NSSE):** An event of national or international significance deemed by the United States Department of Homeland Security(DHS) to be a potential target for terrorism or other criminal activity.
- **Presidential Policy Directive 8 (PPD-8):** Describes the Nations approach to resiliency against emerging security challenges, threats, and risks, specifically acts of terrorism, natural disasters, and cyber-attacks.
- **Presidential Policy Directive 7 (PPD-7):** Establishes the National policy for federal and local agencies to identify and prioritize of critical infrastructure and protect them from terrorist attacks.
- **Preventative Radiological/Nuclear Detection (PRND):** A program designed to protect residents, visitors, economies, critical infrastructure, and natural resources. It outlines how to prevent against threats posed by the unauthorized use of radiological or nuclear materials. The PRND Program provides the framework around which local, state, and regional radiological and nuclear detection activities can be established, collaborate, and grow.
- **Special Event Activity Rating (SEAR):** A System the FBI and Homeland Security use to quantify several threat, vulnerability, and risk factors for designated special events to determine the event’s potential attractiveness as a terrorist target.
- **Special Events Management Unit (SEMU):** A unit within the FBI that provides intelligence, logistical support, training, and security for events. They are responsible for many of the policies and protocols that impact events.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS

Topic: Unified Command at Sporting Events and Special Events

Topic No:	2111.10
Date:	04-30-19
Approved:	CDIII
Review Date:	04-30-21
Replaces:	NEW

- **Threat and Hazard Identification Risk Assessment (THIRA/HIRA):** A systematic risk assessment tool that is used to assess the risks of threats and/or hazards. It helps prepare for the worst and/or most likely risks. It is also used for the creation of exercises, training programs, and plans based on the most likely scenarios.
- **Terrorism Liaison Officer (TLO):** An identified person in law enforcement, emergency services, military, public health, or a private sector entity who is responsible for reporting and disseminating credible information and other significant intelligence information to their local agency and to the CIAC. The TLO is the direct point of contact for the CIAC at the department level.
- **Unified Command:** An authority structure in which the role of incident commander is shared by two or more individuals, each already having authority in a different responding agency. It is a method used when responding agencies and/or jurisdictions with different responsibilities share incident management.

**B. EVENT COMMAND MISSION, PURPOSE, and ROLE**

1. Both natural disasters and human induced incidents pose significant challenges to every aspect of a community. With an increase in risks and threats to our Nation, places where people gather have become targets of opportunity. The National Preparedness Goal along with the subsequent National Response Framework and National Mitigation Framework, describe the advantages of a pre-staffed Unified Command to facilitate positive outcomes if an incident were to occur.
2. The Event Commanders within a Unified Command safeguard the Incident Command System by making sure all agencies and/or jurisdictions that share responsibility for the incident, manage the response from a single Incident Command Post.
3. The DFD Event Commander within a Unified Command makes certain agencies with different legal, geographic, functional authorities, and responsibilities work together effectively without impacting individual agency authority, responsibility, or accountability.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS

Topic: Unified Command at Sporting Events and Special Events

Topic No:	2111.10
Date:	04-30-19
Approved:	CDIII
Review Date:	04-30-21
Replaces:	NEW

4. The DFD Event Commander in a Unified Command will ensure a single, coordinated Incident Action Plan (IAP), directs all activities, and safeguards a collective approach to develop strategies and objectives so critical information flow and coordination is improved between all participating agencies.
5. The DFD Event Commander will increase the ability to understand joint priorities and restrictions that drive improved situational awareness and overall operational effectiveness.
6. The DFD Event Commander, at a pre-staffed Unified Command for designated events, has been determined to substantially increase positive outcomes if an incident were to occur. This is accomplished through:
  - a. Increased Situational Awareness.
    - i. Event Commanders are briefed on all aspects of an event. This includes: emergency operation plans, communication plans, intelligence briefings and threats, traffic plans, staffing and activities of other governmental agencies (OGAs), weather, and the use of various web based situational awareness tools.
  - b. Decreased reflex time of an established Incident Command.
    - i. By having an Event Commander on site prior to an incident, the planning, development, and implementation of a codified Incident Action Plan (IAP) takes place immediately and prior to resources arriving on scene.
    - ii. A single IAP is developed in coordination with other OGAs and designated event staff prior to resources arriving to optimize efforts and maximize efficiency.
  - c. Improved mitigation efforts.
    - i. A collective approach is used to develop and implement strategies and tactics to achieve incident objectives. Such as coordinating with the police traffic commander to open and/or close roads for incoming fire resources.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS

Topic: Unified Command at Sporting Events and Special Events

Topic No:	2111.10
Date:	04-30-19
Approved:	CDIII
Review Date:	04-30-21
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- ii. Command coordination and communication enhance information flow and allow resources to be appropriately assigned, both by task and geographically based on proactive, real time information.
- iii. Event and incident specific information is disseminated to the Fire Rescue Branch Director to maximize mitigation efforts.

**C. REQUIREMENTS, KNOWLEDGE, SKILLS, and ABILITIES**

1. To ensure the appropriate capabilities are delivered and to guarantee compliance with various policies and directives, the following are required to perform the Event Commander role:
  - a. Command Officer- The Chief and Captain job descriptions delineate the responsibility to be able to perform incident command functions in compliance with the National Incident Management System.
  - b. Interpersonal Skills- Strong interpersonal skills produce social capital by creating a shared sense of norms, values, trust, cooperation, and reciprocity. It is necessary to develop and maintain strong relationships with the other members of the unified command team is to maximize overall effectiveness.
  - c. Decisiveness- Make sound and timely decisions that are mission driven and aligned with national, regional, local, state, event/venue, and department protocols, procedures, and guidelines.
  - d. Business/Political Acumen- Manage human, financial, and information resources. Understand the concepts of government at the federal, state, and local level. Event Command decisions most often have significant financial, legal, and political impacts.
  - e. Develop, improve, and codify interagency agreements, contracts, MOUs, protocols, procedures, and plans.
  - f. Participate in strategic level planning for building and codifying operational plans as it relates to events and venues.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS

Topic: Unified Command at Sporting Events and Special Events

Topic No:	2111.10
Date:	04-30-19
Approved:	CDIII
Review Date:	04-30-21
Replaces:	NEW

- g. Assist with planning, training, and exercising for response, mitigation, and recovery at events in accordance with the National Preparedness Goal and HSEEP.
- h. Conduct pre-incident planning, develop IAPs, and implement resource deployment and supervision in accordance with plans.
- i. Understand fire code and the Fire Prevention Division requirements as they pertain to Special Events and the Detail Program.
- j. Understand national and international trends, along with the factors that shape risk and threats at events. Know how to access information from the FBI SEMU, CIAC, JTTF, HISN, ArcGIS, ACAMS, and/or the Department TLO.

**D. TRAINING**

- 1. Training will be conducted annually and at any time the Division Chief of Operations deems necessary. Training may include, but not limited to, individual education, site visits, table top exercises, courses, and meetings.
  - a. The knowledge and understanding of specific, designated material is the responsibility of each Event Commander. The following is a list of materials Event Commanders need to be familiar with:
    - i. The National Preparedness System and Goal, PPD-7, PPD-8, National Response Framework, National Mitigation Framework, National Prevention Framework, National Protection Framework, Colorado PRND, NIPP, CIP, EO-85, City and County of Denver EOP, and specific Emergency Operations Plans for each venue and/or event.
  - b. Site visits of venues and/or special events will be performed prior to being able to work as an Event Commander. The site familiarization visit will consist of introductions to key members of the event management team and other members of the unified command. Additionally, a tour of the key life safety systems and critical components and features of the site/venue will be looked at and discussed.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS

Topic: Unified Command at Sporting Events and Special Events

Topic No:	2111.10
Date:	04-30-19
Approved:	CDIII
Review Date:	04-30-21
Replaces:	NEW

- c. Each venue and the City and County of Denver conduct large scale table top exercises in accordance with HSEEP and in participation with the FBI. It may be required for members in the Event Command role to participate.
- d. Various courses/classes will be conducted to improve the knowledge, skills, and abilities of the Event Commander which may be required to attend. These include but are not limited to:
  - i. IS 15B- Sporting Event Contingency Planning
  - ii. IS 800 B- National Response Framework
  - iii. ICS 300 – ICS for Expanding Incidents
  - iv. ICS 400 - Advanced ICS for Complex Incidents
  - v. MGT 404 – Incident Management At large Venues and Events
  - vi. MGT 412 – Sport and Special Event Evacuation
  - vii. MGT 440 – Enhanced Incident Management At large Scale Events
- e. Participate and Attend Meetings- Events and Venues conduct various meetings to share information, codify plans, and improve processes. It may be required to attend meetings to ensure the DFD has shared input for courses of action and full knowledge of any relevant information.

**E. PROCEDURES**

- 1. To optimize effectiveness and consistency, the following procedures are a general guideline for the Event Commander:
  - a. Depending on the event, garner intelligence and information several days out and the day of the event. Utilize the TLO and any points of contact along with any of the web based situational awareness tools (HSIN, ArcGIS, C/ACAMS).
  - b. Check in to the Command Center and make any coordination necessary with other agencies. Including but not limited to PD, Event Mgt Staff, DHH, CDOT, State Police, United States Secret Service, FBI, Joint Hazard Assessment Team, etc.
  - c. If applicable, fill out any sign in sheets.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS

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Topic No:	2111.10
Date:	04-30-19
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- d. Assume command of the event by notifying dispatch, the Shift Commander, and any applicable District Chiefs. Utilize Tac 9 if available. If there are multiple events simultaneously, the first assumption of command will utilize Tac 9 with the subsequent events utilizing Tac 9A, Tac 9B etc. Dispatch will monitor the appropriate Tac channel and notify the Event Commander of any calls for service within the designated event area.
- e. If applicable, assign radios and channels to any detail firefighters. If possible, detail firefighters will be assigned geographic areas that are designated as divisions.
- f. Event Commanders are not assigned to any specific location unless required by the EOP. Event Commanders will ensure they're able to be at pre-determined command locations as required within Event/Venue EOPs
- g. Review any life safety systems with building engineers. This includes ensuring any pre-determined fire alarm system process are appropriately activated and adhered to.
- h. If applicable, a work station should be set up to include maps, floor plans, EOPs, tablet command, radios, chargers, and any other material that may be needed to effectively manage a large incident for one operational period (12 hours).
- i. If an incident occurs, establish the Fire/Rescue Branch with incoming fire resources. The first in Chief will be the Fire/Rescue Branch Director and will develop and implement a mitigation plan and assign subsequent resources accordingly. Per NIMS, Branch Directors can designate radio channels and order resources as needed to implement their portion of the IAP. Appropriate coordination will take place to ensure command and tactical channels are utilized.
- j. Contact the Fire Prevention Duty Officer at 720-219-6540 with any fire code challenges.
- k. Terminate command when pre-determined criteria are met. Sign any applicable time/attendance forms and inform dispatch, Shift Commander, and District Chief of termination.



**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: OPERATIONS**

**Topic: Unified Command at Sporting Events and  
Special Events**

<b>Topic No:</b>	<b>2111.10</b>
<b>Date:</b>	<b>04-30-19</b>
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<b>Replaces:</b>	<b>NEW</b>

- l. Within 24 hours of next working shift, fill out appropriate overtime paper work and send it to the Operations Executive Assistant.
- m. Enter the appropriate time and information in TeleStaff. Someone other than the member must approve the TeleStaff entry.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: INCIDENT OPERATIONS  
**Topic:** Firefighter Rehabilitation during  
Emergency Incidents

<b>Topic No:</b>	2111.11
<b>Date:</b>	08-24-2021
<b>Approved:</b>	<i>RM</i>
<b>Review Date:</b>	08-24-2024
<b>Replaces:</b>	Same, dated 11-02-16

**PURPOSE:** To establish a Standard Operating Guideline for Rehabilitation for firefighters operating at an IDLH incident or training exercise. It is intended to provide a framework to identify personnel that are suffering the effects of metabolic heat build-up, dehydration, physical exertion and/or extreme weather.

**SCOPE:** All Operations Division Personnel operating at an IDLH emergency scene or training evolution

**Level 1 REHAB:**

Level 1 Rehab shall be implemented when the following parameters are met:

- Up to two 45 minute air cylinders or
- Over 40 minutes of work at an incident
- Temperature 85°F or greater or 20°F or less
- At the discretion of the Incident Commander

Level 1 Rehabilitation shall be the responsibility of the Company officer. **All members of the Company shall be evaluated with the following parameters. The Company officer shall have the authority to hold a member from returning to work if any of the following parameters warrant a member to be seen by ALS.**

- CO levels shall be evaluated utilizing the Rad 57's when members exit the IDLH and 10 minutes thereafter
- If CO levels are less than 10% the member may be released back to service
- If CO levels are greater than 10% then the member shall be evaluated by ALS
- Heart Rate shall be assessed after 10 minutes of rest
- If Heart Rate after ten minutes of rest is 120 bpm or greater, then reassess after 20 minutes
- If Heart Rate is still 120 bpm or greater after 20 minutes, the member shall be evaluated by ALS
- When at level 1 Rehab, members shall consume at a minimum one 12-24 oz. of bottled water or sports drink
- Company officers should be familiar with the signs and symptoms of heat stress and cold stress
- Notify the IC when stressed members require relief, rotation, or reassignment according to conditions

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: INCIDENT OPERATIONS  
**Topic:** Firefighter Rehabilitation during  
Emergency Incidents

<b>Topic No:</b>	2111.11
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<b>Review Date:</b>	08-24-2024
<b>Replaces:</b>	Same, dated 11-02-16

- If members are evaluated by ALS but not transported they must call the Ouch line (see dept. directive 1014.00 line of duty injuries, exposures and reporting)

**Level II REHAB**

Level II Rehab shall be implemented when the following parameters are met.

- When the incident has exceeded a 1<sup>st</sup> Alarm
- Over two 45 minute air cylinders
- Over forty minutes of work at an incident
- Members have consumed over two 45min SCBA cylinders
- Responses that are categorized as an extended technical rescue
- Responses that cover a large geographic area
- Temperature 85°F or greater or 20°F or less
- At the discretion of the Incident Commander

Level II Rehabilitation shall be a functional division under the Incident Command System and is the responsibility of the Incident commander or his/her designee. The Air/Light unit shall be utilized due to the resources it possesses. **Denver Health will assign another ALS transport unit to the incident that will work under the Rehab Division.**

**All members shall be evaluated with the following parameters over a 30 minute period. The Rehab Division officer shall have the authority to hold a member in Rehab if any of the following parameters warrant a member to be seen by ALS.**

- CO levels shall be evaluated utilizing the Rad 57's when members exit the IDLH and 10 minutes thereafter.
- If CO levels are less than 10% the member may be released back to service after the REHAB period.
- If CO levels are greater than 10% then the member shall be evaluated by ALS.
- Heart Rate shall be assessed after 10 minutes of rest.
- If Heart Rate after 10 minutes of rest is 120 bpm or greater, then reassess after an additional ten minutes.
- If Heart Rate is still 120 bpm or greater after 20 minutes, the member shall be evaluated by ALS.
- When at level II Rehab, members shall consume at a minimum two 12-24 oz. of bottled water or sports drink.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: INCIDENT OPERATIONS  
**Topic:** Firefighter Rehabilitation during  
Emergency Incidents

<b>Topic No:</b>	2111.11
<b>Date:</b>	08-24-2021
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<b>Replaces:</b>	Same, dated 11-02-16

- It shall be mandatory for members to doff their structural PPE.
- If members are evaluated by ALS and advised to hold in rehab due to a medical issue but not transported, members must call the Ouch line (see dept. directive 1014.00 line of duty, exposures and reporting)

Medical monitoring will be provided by ALS. ALS will work and advise the Rehab Division officer whom has the ultimate authority to release, hold, or transport a member from Rehab based on the guidance provided by the ALS crew.

Location of the REHAB area will be site dependent, however, the following criteria can assist in site selection:

- A location that will provide physical rest by allowing the body to recuperate from the demands and hazards of the emergency operation.
- Located far enough away from the scene that members may safely remove their PPE and be afforded mental rest from the stress and pressure of the emergency operation
- Provide suitable protection from the prevailing environmental conditions as well as a place to sit and rest. During hot weather it should be a cool and shaded area. During cold weather it should be a warm and dry area. Tents and chairs from the air/light can be utilized for hot weather operations. RTD buses can be requested for cold weather operations.
- Enable members to be free of exhaust fumes from apparatus.
- Large enough to accommodate multiple crews.
- Easily accessible by ALS units should transport/evaluation be needed.
- Allow prompt re-entry to emergency scene upon completion of REHAB.

Consideration should be given to completing hood swap-out when members are leaving rehab to return to scene/service.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS  
Topic: Explosive Devices

Topic No:	2111.12
Date:	08-30-17
Approved:	CDIII
Review Date:	08-30-19
Replaces:	Same, dated 05-03-11

**PURPOSE:** To ensure a consistent and safe response to all potential bombing and suspicious incidents

**SCOPE:** Applies to all Denver Fire Department personnel

**I. BOMB INCIDENTS**

A. No Explosion

1. Department personnel respond Code 9 when requested by Denver Police Department.
2. When police request assistance, the apparatus and personnel shall remain at a safe distance on a standby basis only. Searches and handling of possible explosive devices will be the responsibility of DPD personnel.

B. Bomb Explosions

1. The Dispatcher will dispatch necessary equipment and personnel.
2. To diminish the possibility of destroying evidence at a bombing and to protect firefighters, Department personnel shall not enter the explosive area unless the detonation caused injury or fire. The bomb area shall be secured until the arrival of DPD Bomb Squad.
3. In all cases where a bomb has been found or exploded, the first arriving officer shall notify the Dispatcher, who will be responsible for notifying the Denver Police Department, the **appropriate District Chief, and the Shift Commander.**
4. All members at the scene of a bombing incident shall be aware of the possibility of a second or delayed bomb detonation.

**II. DISCOVERY OF SUSPICIOUS OBJECTS**

- A. Any object that is suspected of being a possible explosive, explosive in nature, or which might contain an explosive shall not be touched or moved.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS

Topic: Explosive Devices

Topic No:	2111.12
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B. Chemicals determined to be unstable and/or shock sensitive (i.e., crystallized dynamite, picric acid, etc.) shall be handled as an explosive and only by the DPD Bomb Squad.

C. Upon awareness of a possible bomb or other material that is explosive in nature, the following measures should be completed utilizing the “5 C’s Rule”:

1. Confirm there is a device from a safe distance.
2. Clear the area.
3. Cordon off the location.
4. Control all entry and exit points
5. Check the immediate area for secondary devices.

REFERENCES: U.S. Military “5 C’s Rule”

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS  
Topic: Fire Investigation Unit

Topic No:	2111.14
Date:	12-07-17
Approved:	CDIII
Review Date:	12-07-19
Replaces:	Same, dated 11-03-11

**PURPOSE:** To provide an operational guideline for utilization of the Fire Investigation Unit.

**SCOPE:** Applies to members involved at the scene of an incident that may require a response by members of the Fire Investigation Unit.

**DEFINITIONS:**

**Cause** – The circumstances, conditions, or agencies that brought about or resulted in the fire or explosion incident, damage to property resulting from the fire or explosion incident, or bodily injury or loss of life resulting from the fire or explosion incident.

**Origin/Point of Origin** – A general geographical location with a fire scene in which the “point of origin” of a fire is reasonably believed to be located; The exact physical location within the area of origin where a heat source and the fuel interact, resulting in a fire or explosion.

**Serious Bodily Injury** – An injury that involves a substantial risk of death, serious permanent disfigurement, or protracted loss or impairment of the function of any part or organ of the body; or breaks, fractures, or burns of the second or third degree.

The Fire Investigation Unit (FIU) investigates all explosions and fires of suspicious or unknown origin. Investigators will attempt to determine the cause and origin of such events, and will pursue criminal charges for all arson and related crimes. *While this document defines the majority of the incident types to which Investigators respond, it in no way precludes the Incident Commander from contacting an Investigator for advice or direction on any incident.*

Fire Investigators are responsible for enforcement of the *Colorado Revised Statutes*, the *Denver Fire Code*, the *International Fire Code*, and sections of the *Revised Municipal Code* as they pertain to fire related offenses. Fire Investigators are also responsible for collection of evidence, interviewing witnesses and victims, interrogating suspects, preparing and serving search and/or arrest warrants, preparing and presenting case filings to the prosecuting attorney, and testifying in legal proceedings.

Fire Investigators shall be called to respond to:

- A. All suspicious or known arson fires.
- B. All fires causing property damage when the Incident Commander is unable to determine the cause and origin.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: INCIDENT OPERATIONS  
**Topic:** Fire Investigation Unit

<b>Topic No:</b>	<b>2111.14</b>
<b>Date:</b>	<b>12-07-17</b>
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<b>Replaces:</b>	<b>Same, dated 11-03-11</b>

- C. All explosions involving property damage and/or life-threatening injuries
- D. All multiple alarm fires.
- E. All fires involving fatalities and/or serious bodily injuries, whether civilian or firefighter.
- F. All fires resulting in injuries deemed serious enough to warrant ambulance transport, whether civilian or firefighter.
- G. Any fire scene at which a firefighter is injured as a direct result of malfunctioning personal protective equipment.
- H. Malicious false alarms where information is available that might identify a suspect.
- I. All fires caused by juveniles. Children less than ten years of age will be referred to the Youth Fire Stop Program by the Arson Investigator.
- J. All auto accidents involving fire that result in the serious bodily injury or death of a person.
- K. All threats of arson.
- L. All reports of incendiary devices and/or their components.
- M. Any incident when requested by the Incident Commander.
- N. Any incident when requested by the Denver Police Department.
- O. Requests from the Fire Prevention Duty Officer or Shift Commander for assistance in remedying reports of overcrowding and/or other occupancy violations which create an immediate life safety hazard.
- P. Fire Investigators will not respond to or enter any building where there is a bomb threat unless specifically requested by the Incident Commander or the Police Department. Investigators will respond to bombings when fire apparatus is dispatched and will assist the Police Department upon request only. If an Investigator is first on the scene, he/she shall secure the scene until arrival of the Police Department.



**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section:** OPERATIONS: INCIDENT OPERATIONS

**Topic:** Fire Investigation Unit

<b>Topic No:</b>	<b>2111.14</b>
<b>Date:</b>	<b>12-07-17</b>
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**REFERENCES:**

- *NFPA 921 Guide for Fire and Explosion Investigations, 2017 Edition*
- *Colorado Revised Statutes, 2016 Edition*

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: INCIDENT OPERATIONS**  
**Topic: Safety Vest Usage While in Traffic**

<b>Topic No:</b>	<b>2111.15</b>
<b>Date:</b>	<b>10-13-22</b>
<b>Approved:</b>	<b><i>RM</i></b>
<b>Review Date:</b>	<b>10-13-25</b>
<b>Replaces:</b>	<b>Same, dated 08-30-17</b>

**PURPOSE:** To define requirements of safety vest or other American National Standard Institute (ANSI) compliant outerwear usage when working at an incident that places the member in or near moving traffic.

**SCOPE:** Applies to Operations Division Members

Structural turnout coats are not ANSI compliant. The traffic safety vests issued to each riding position on fire apparatus are ANSI compliant.

**I. DEFINITION**

**A. Hot Zone** – The hazard area where an immediate danger exists to firefighters operating in areas where fire, heat, chemicals, other contaminants, or an entanglement hazard exists.

1. Includes technical rescue operation areas on roadways, such as vehicle extrication scenes.

**B. TTC Zone** – Temporary Traffic Control Zone

**II. REGULATION**

**A.** The Federal Highway Administration’s Manual on Uniform Traffic Control Devices (MUTCD) Section 6D.03 requires the following:

1. All workers, including emergency responders, within the right-of-way who are exposed either to traffic (vehicles using the highway for purposes of travel) or to work vehicles and construction equipment within the TTC zone shall wear high-visibility safety apparel that meets the Performance Class 2 or 3 requirements of the ANSI/ISEA 107–2004 publication entitled “American National Standard for High-Visibility Safety Apparel and Headwear.”
2. Firefighters or other emergency responders working within the right-of-way and engaged in emergency operations that directly expose them to flame, fire, heat, and/or hazardous materials may wear retroreflective turnout gear that is specified and regulated by other organizations, such as the National Fire Protection Association.

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: INCIDENT OPERATIONS**  
**Topic: Safety Vest Usage While in Traffic**

<b>Topic No:</b>	<b>2111.15</b>
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<b>Replaces:</b>	<b>Same, dated 08-30-17</b>

**III. POLICY**

- A.** When an incident requires the member to work in or near moving traffic or on a highway, interstate, or any other roadway, the following personal protective apparel shall be worn:
  - 1.** ANSI 107-compliant Class II vest, Class III Traffic Safety garment, or ANSI 207 Public Safety vest.
  - 2.** Other ANSI compliant outerwear.
- B.** If firefighters are wearing structural turnout coats due to inclement weather (i.e., rain, cold, etc.) or other reasons, the ANSI traffic safety vest needs to be donned over the turnout coat unless the firefighter will be working in a hazardous area as described in “Exceptions.”

**IV. EXCEPTIONS**

- A.** Unique incidents may be encountered where the donning of a highway safety vest may increase risk of injury for the member or is impractical.
- B.** The exemptions for wearing a highway safety vest apply only to members directly involved in activities within an established Hot Zone.
  - 1.** The required ANSI-compliant Highway Safety vest need not be worn when a member is required to:
    - a.** Don structural personal protective equipment (PPE) and self-contained breathing apparatus (SCBA) to work in close proximity to a source of heat such as during suppression of a vehicle fire.
    - b.** Don hazardous material PPE to avoid potential exposure to chemicals or other contaminants.
    - c.** Don technical rescue PPE or equipment for a technical rescue incident such as extrication, high or low-angle rope rescue, swift water rescue, etc.
    - d.** Don PPE to work in close proximity to operating machinery where wearing the traffic vest may create a possible entanglement hazard.
- C.** At any incident, immediately create a safe working zone through rig placement, using traffic cones, etc. This becomes more imperative when personnel are working without the benefit of wearing ANSI approved outerwear.

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: INCIDENT OPERATIONS**  
**Topic: Safety Vest Usage While in Traffic**

<b>Topic No:</b>	<b>2111.15</b>
<b>Date:</b>	<b>10-13-22</b>
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**D.** Members directly involved in source of heat, chemical, or technical rescue activities as listed above and who complete their activities within the designated Hot Zone are required to don ANSI-compliant vests or other ANSI approved outerwear once their activities within the Hot Zone are completed or they leave the immediate Hot Zone area of the incident scene.

- 1.** For example, safety vests shall be donned once members return to the apparatus to return tools and equipment involved in Hot Zone activities, or to doff structural PPE when remaining on scene after these activities are completed.

**V. REFERENCE**

- A.** Federal Highway Administration’s Manual on Uniform Traffic Control Devices (MUTCD), **Section 6D.03**.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS  
Topic: Mandatory SCBA Use

Topic No:	2111.16
Date:	08-30-17
Approved:	CDIII
Review Date:	08-30-19
Replaces:	Same, dated 12-17-12

**I. SUBJECT, PURPOSE, AND SCOPE**

**SUBJECT:** Mandatory use of Self Contained Breathing Apparatus (SCBA) during pre and post control operations, during fire suppression activities to include but not limited to: rubbish fires, vehicle fires, and structure fires.

**PURPOSE:** To develop a “Best Practice” approach to increasing the safety and health of members assigned to suppression.

**SCOPE:** This guideline applies to all Department members involved in fire suppression activities, regardless of the nature.

**II. INTRODUCTION**

Exposure to Carbon Monoxide (CO), Hydrogen Cyanide (HCN), and other by-products of combustion have been linked to increases in fire related deaths and sickness, due to the fact of HCN and CO being an escape inhibitor. CO and HCN are two of the most deadly gases present in a structure fire. There are several other irritants, asphyxiates, and toxic gases present at every fire that are not able to be consistently monitored that include but are not limited to solids, particulates, and dusts. CO and HCN, being the most prevalent, can cause impairment of a firefighter. The affected member will not be able to think rationally or be able to avert an unforeseen event during pre and post control fire operations.

**III. SCOPE**

The intent of the Mandatory SCBA Use Guideline is to avoid, or minimize, any respiratory contact with products of combustion, super-heated gases, toxic products, or other hazardous contaminants.

The use of breathing apparatus means that **ALL** personnel will have facepieces in place, breathing air from the supply provided. Where appropriate, Airline-Supplied Breathing Apparatus may be used in place of SCBA.

The utilization of the SCBA shall be required for all personnel operating:

- In an active fire area, pre and post control.
- Directly above an active fire area, pre and post control.
- In a potential explosion or fire area, including gas leaks and fuel spills.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS  
Topic: Mandatory SCBA Use

Topic No:	2111.16
Date:	08-30-17
Approved:	<i>CDIII</i>
Review Date:	08-30-19
Replaces:	Same, dated 12-17-12

- Where products of combustion are visible in the atmosphere (smoke), **including vehicle fires and dumpster fires** -- where invisible contaminants are suspected to be present (i.e. Carbon Monoxide and Hydrogen Cyanide during overhaul).
- **Where fire crews are operating within 10 feet of the affected building.**
- Where IDLH (Immediately Dangerous to Life and Health) atmospheres are present, suspected to be present, or may be released without warning.
- In any confined space which has not been tested to establish respiratory safety.

Mandatory use of the SCBA must be adhered to at all times. This is particularly significant during overhaul, when smoldering materials may produce increased quantities of carbon monoxide, hydrogen cyanide, and other toxic products including but not limited to solids, particulates, and dusts.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: INCIDENT OPERATIONS  
**Topic:** Elevator Use during Fire Ground Operations

<b>Topic No:</b>	2111.17
<b>Date:</b>	08-31-17
<b>Approved:</b>	CDIII
<b>Review Date:</b>	08-31-19
<b>Replaces:</b>	Same, dated 08-15-13

**PURPOSE:** To establish a Safe Operating Guideline when utilizing elevators during fire ground Operations.

**SCOPE:** Applies to all Fire Department Personnel when using elevators during pre- and post-control fire ground Operations.

**There is considerable danger associated with the use of elevators during fire ground operations. The elevator hoist way can act as a chimney, rapidly filling with smoke and heat, making elevators unsafe for fire department operations. Heat from the fire, and/or water from firefighting operations can quickly damage elevator components, causing the elevator to fail and become inoperable.**

**Although elevators can be a very valuable logistical tool, they can also quickly become dangerous and deadly traps. Extreme caution should always be exercised regarding the use of all elevators.**

The following information is intended to provide more comprehensive knowledge and considerations for the use of elevators in multi-storied buildings during fire ground operations:

**I. Important Operational Considerations and Recommendations**

**A. The Seven-up rule:** As a rule, elevators should not be utilized in high rise buildings on the 6<sup>th</sup> floor or below during the pre-control phase of fire ground operations, including fire alarm investigations. Elevators should not be utilized in low-rise buildings that are 6-stories or less in height; the time needed to retrieve elevator keys, recall an elevator, periodically stop the elevator, and test the elevator's performance on the way up to the destination will take longer than simply walking up this short distance to a proposed interior staging location two floors below the reported fire floor, or floor of alarm. An added benefit of taking the stairs is that the initial Single Resource/Fire Floor Division doesn't lose one of their members, who would have to be assigned to the position of elevator operator.

**B. Smoke or Fire in the Elevator Machine Room or Hoist Way:** If the alarm panel or other size-up information indicates that the source of the smoke or fire may be inside an elevator machine room or at the top of an elevator hoist way, do not utilize that bank of elevators. If that is the only bank of elevators in the building, use the stairs.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: INCIDENT OPERATIONS  
**Topic:** Elevator Use during Fire Ground Operations

<b>Topic No:</b>	2111.17
<b>Date:</b>	08-31-17
<b>Approved:</b>	CDIII
<b>Review Date:</b>	08-31-19
<b>Replaces:</b>	Same, dated 08-15-13

C. **Beware of Elevator Shunt Trip Systems** which are power control systems involving building elevators that automatically shut power down to an elevator when a heat detector activates in an elevator hoist way or elevator machine room. Shunt trip systems are present when elevator machine rooms and hoist ways are protected by automatic fire sprinklers. Shunt trips are designed to make sure that electrical equipment is de-energized prior to the application of water from sprinklers, so that erratic and unpredictable elevator behavior can be thwarted. They are activated by heat detectors in machine rooms and hoist ways located near sprinkler heads.

The vast majority of elevator systems in Denver that are equipped with shunt trips provide **no warning to firefighters that the systems are about to shut down the power.** Furthermore, these systems can activate at any time, causing the car to stop between floors out of the “Floor Zone,” trapping firefighters.

To address concerns that elevator shunt trip could function without warning, newer buildings including high rises in Denver have a warning signal; this signal is characterized by a “flashing fire helmet” in the elevator car. This “flashing hat” will inform firefighters that the “fire alarm initiating device” in the elevator machine room or hoist way has been activated and shunt trip activation is soon to follow.

These Shunt Trip systems operate as follows:

1. Phase I recall is activated. Elevator car returns to the designated level and the doors open.
2. If smoke is present in the elevator machine room or at the top of the hoist way, an activated smoke detector head in either area will cause the red fire helmet indicator light to flash inside the car. This is a warning that the elevator may be compromised and should not be operated; however, the elevator will still operational.
3. If enough heat is present in the machine room or at the top of the hoist way to activate a heat detector, then the elevator circuitry will cause the shunt trip to activate, at which point, the elevator should return to the designated level, with the doors open and shut down.

D. **Multiple Elevator Banks:** If the building has multiple elevator banks, such as low-rise, mid-rise, and high-rise, make every effort to utilize an elevator within



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: INCIDENT OPERATIONS  
**Topic:** Elevator Use during Fire Ground Operations

<b>Topic No:</b>	2111.17
<b>Date:</b>	08-31-17
<b>Approved:</b>	CDIII
<b>Review Date:</b>	08-31-19
<b>Replaces:</b>	Same, dated 08-15-13

a bank that does not directly service the suspected fire floor, or floor of alarm. Avoid using any elevator that provides direct service to a suspected fire floor or floor of alarm, including the freight elevator, especially if heavy fire conditions are evident.

- E. Fire Service Recall and Control:** Elevators that are not equipped with “Fire Service” recall and control features (Phase I and II) should not be utilized during the pre-control phase of fire ground operations, including fire alarm investigations.
- F. Full PPE, SCBA, Irons, and Radio:** Anytime fire department personnel are utilizing an elevator for fire ground operations, including fire alarm investigations, **ALL personnel** will be equipped with full Personal Protective Equipment (PPE), Self-Contained Breathing Apparatus (SCBA), Portable Radio(s), and the appropriate Forcible Entry / Exit Tools (set of irons), when inside an elevator car.
- G. Don’t overload the elevator:** The Elevator Operator will be responsible for considering the physical dimensions and rated capacity of the assigned elevator to ensure that the elevator is not overloaded. As a rule of thumb, a Firefighter with equipment weighs about 300 pounds and the maximum number of personnel should be 7. Also, enough room should be left to allow for forcible exit from the elevator car.
- H. Designated Elevator Operator:** Anytime an elevator is used for fire ground operations, including fire alarm investigations, the First Arriving Truck Engineer is normally designated as the Elevator Operator. The Elevator Operator will remain in control of the elevator until relieved, or reassigned. The Elevator Operator will also be equipped with the appropriate full PPE, SCBA, Portable Radio, and Forcible Entry / Exit Tools (set of irons).
- I. Visually inspect the Hoist-way for Water, Smoke, and Fire:** Once an elevator is chosen for use, and prior to leaving the starting location, generally at the lobby level, have one member inspect the elevator hoist-way. Using a powerful hand-light, direct the light up into the hoist-way through the gap located between the elevator car and the hoist-way wall. Check for anything unusual, but particularly any signs of water, smoke, or fire. This inspection practice should be repeated during any stops made at designated locations on the way up as you test the elevator’s performance. It is recommended to stop the elevator a minimum of once for short distances (less than ten flights) and two or more times for distances

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: INCIDENT OPERATIONS  
**Topic:** Elevator Use during Fire Ground Operations

<b>Topic No:</b>	2111.17
<b>Date:</b>	08-31-17
<b>Approved:</b>	CDIII
<b>Review Date:</b>	08-31-19
<b>Replaces:</b>	Same, dated 08-15-13

greater than ten flights. Any sign of something unusual, but especially water, smoke, or fire in the hoist-way, dictates that all members immediately evacuate the elevator and use the stairs. The Incident Commander must also be notified of the situation and actions. It is extremely important for all firefighters to stand all the way inside the elevator car when completing this inspection. If a member has one foot in and one foot out, they could sustain serious or fatal injuries if the elevator car were to suddenly move in either direction.

**J. Never take an elevator below grade:** Elevators will not be utilized to access areas below grade during fire ground operations, including fire alarm investigations.

**K. Never take an elevator directly to a reported fire floor or floor of alarm:** Under NO conditions will an elevator be utilized to gain access directly to a reported fire floor, floor of alarm, or to the location of any other potential fire related emergency condition during fire ground operations, including fire alarm investigations.

**L. Stop two (2) floors below the reported fire floor or floor of alarm:** Anytime an elevator is utilized for fire ground operations, including fire alarm investigations, fire companies will not take the elevator to a location any closer than two (2) floors below the reported or suspected fire floor, or floor of alarm. Fire companies will stop at least two (2) floors below and walk up the remaining two flights. The company officer in charge will notify the incident commander as to which stairway is being used to access the fire floor, and once a determination has been made, whether that stairway will be designated as the “Attack Stairway” or the “Evacuation Stairway.”

**M. Test the elevator’s performance:** When utilizing an elevator equipped with “Fire Service” recall and control features, fire companies should stop the elevator on the way up to the staging destination to evaluate the elevator’s performance. Fire companies should stop the elevator a minimum of once for short distances (less than ten flights) and two or more times for distances greater than ten flights. The following items should be evaluated:

1. Does the elevator stop at the desired floor?
2. Do the elevator doors remain closed when the elevator stops?
3. Do the elevator doors open when the door open button is activated?
4. Do the elevator doors close when the door open button is released before the doors are fully opened?

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: INCIDENT OPERATIONS  
**Topic:** Elevator Use during Fire Ground Operations

<b>Topic No:</b>	2111.17
<b>Date:</b>	08-31-17
<b>Approved:</b>	<i>CDIII</i>
<b>Review Date:</b>	08-31-19
<b>Replaces:</b>	Same, dated 08-15-13

5. Does the elevator car stop at a location where the elevator car floor is level with the floor of the desired location?
6. Does the elevator perform normally and not in an erratic or potentially dangerous manner?

A negative result to any of these performance evaluations is justification for evacuation of the elevator by all fire department personnel and a switch to the utilization of the stairs to gain access to the upper floors.

**II. Engine Company Officer is in charge of Investigation / Single Resource/ Fire Floor Division:** When an Engine Company and the crew members of a Truck Company minus their Officer join together and respond to an upper floor, the Engine Company Officer is in charge of that entire Single Resource/Fire Floor Division. Truck Company personnel will operate under the direction of the Engine Company Officer until joined by the Truck Company Officer. All communication on the fire floor or location of the emergency should go through the Engine Company Officer. The Engine Company Officer then communicates with the Suppression Branch Director (if assigned) or the initial Incident Commander.

These procedures are designed to maximize firefighter safety when utilizing elevators for operations in multi-story and high-rise buildings. These procedures must be strictly adhered to during the Pre-Control Phase of the fire ground or emergency operation. However, keep in mind that once the incident has been brought under control, the Incident Commander or his designee may initiate a more liberal utilization of elevators as a logistical tool, if it is determined safe to do so, if the elevator(s) are operating properly, and if it would positively contribute to the efficiency and effectiveness of the overall fire ground or emergency operations.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS  
Topic: Elevator Use during Fire Ground Operations

Topic No:	2111.17
Date:	08-31-17
Approved:	CDIII
Review Date:	08-31-19
Replaces:	Same, dated 08-15-13

**III. Fire Service Access Elevators:**

**A. Buildings covered by the 2009 International Building Code**

At one point, the City of Denver adopted the 2009 International Building Code which requires the installation of a **fire service access elevator** in buildings with an occupied floor more than 120 feet above the lowest level of Fire Department vehicle access.

In addition to the Shunt Trip system requirements listed above in section C regarding these newer building elevators, the following requirements for fire service access elevators are present:

1. There must be at least one such elevator in each building that meets the code requirements.
2. The elevator must recall to a 1-hour fire-rated lobby. The lobby must be enclosed above the ground floor and must connect directly to a stairwell with a standpipe for firefighting operations.
3. Power and elevator control systems must be enclosed within 1-hour fire rated construction.
4. Hoist ways must be enclosed and must be fire-rated.
5. The entire hoist way must be lighted to one foot candle when the elevator is in Phase I or Phase II operation.
6. The fire command center must have a system that continually monitors the elevator's location and whether the car is occupied.

**B. Buildings covered by 2015 International Building Code**

The City of Denver recently adopted the 2016 Fire Code and the 2015 IBC . There are significant alterations to the new code affecting **traction** and **fire service access elevators**. The significant changes are as follows:

1. Shunt Trip systems are prohibited for fire service access elevators to address the concern of firefighters becoming trapped in elevators with Shunt Trips.
2. For traction elevators, fire sprinklers are no longer required in elevator hoistways and elevator machine rooms, if these spaces meet specific requirements. (Most new machine rooms and hoistways meet these exemption requirements). Sprinklers for these spaces are still required to be sprinklered if the traction elevators use non-fire rated suspension means such as the black belt technology.
3. Power and control system wiring and cabling protection has increased from a 1-hour fire rating to a 2-hour fire rating.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: INCIDENT OPERATIONS  
**Topic:** Elevator Use during Fire Ground Operations

<b>Topic No:</b>	2111.17
<b>Date:</b>	08-31-17
<b>Approved:</b>	<i>CDIII</i>
<b>Review Date:</b>	08-31-19
<b>Replaces:</b>	Same, dated 08-15-13

4. 2015 IBC requirements will not apply retroactively to structures that were built prior to the adoption of the new code.

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: OPERATIONS: INCIDENT OPERATIONS**  
**Topic: Medical Response**

<b>Topic No:</b>	<b>2111.18</b>
<b>Date:</b>	<b>10-24-22</b>
<b>Approved:</b>	<b>RM</b>
<b>Review Date:</b>	<b>10-24-25</b>
<b>Replaces:</b>	<b>Same, dated 11-25-16</b>

**PURPOSE:** To provide clarification to DFD personnel while responding to Medical Responses

**SCOPE:** Applies to all Operations Division personnel

**I. MEDICAL RESPONSE**

All Medical Responses are Code 10 unless otherwise stated. Calls that may be dispatched Code 9 are general assistance type calls; these calls will be stated Code 9 by the dispatcher. If call notes are updated to read ambulance Code 9 only, this means the call has been coded to no longer require a Fire Department response, and the responding company may confirm the update with Dispatch and go in-service. At their discretion, Company officers may elect to continue their response (either Code 9 or Code 10) depending on the nature of the call.

**II. STAGING AND SCENE SAFETY**

The Officer has the discretion to stage based on safety concerns. Safety concerns may include but not be limited to known address concerns, nature code, on scene observations, lack of information, unconscious drivers (slumpers), or other concerns. When safety concerns exist, the Officer shall arrive on-scene and inform Dispatch that they are staged, awaiting police cover. The Officer should inform the dispatcher of what assistance they require, for example, waiting for police cover or requesting a call back from the reporting party or additional information. When Officers elect to stage and wait for police cover, Officers should consider monitoring the appropriate police district channel. Officers should also consider informing the responding ambulance in one of three ways:

- If Denver Health is responding, communicate with the responding Denver Health ambulance on ETAC-1. Communication with the Denver Health dispatcher can be accomplished on AMB OPS prior to an ambulance being dispatched.
- If the responding ambulance is a private company, they can be reached on Green-1

**III. ADDING ADDITIONAL NOTES TO CAD**

Officers can request that additional notes be added to a CAD address. The process to do this is to email the Assistant Chief or Captain assigned to Dispatch, through the Chain of Command, with the additional notes and the address.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS

Topic: Ballistic Gear Use, Storage, and Maintenance

Topic No:	2111.19
Date:	08-24-2021
Approved:	RM
Review Date:	08-24-2024
Replaces:	Same, dated 06-03-16

**PURPOSE:** To identify the process and procedures for use, storage, and maintenance of DFD Ballistic Gear

**SCOPE:** Applies to all Operations Division Personnel

**I.** Storage of Ballistic Gear

- A. Ballistic gear consists of a Ballistic Helmet and Soft Body Armor with a Plate Carrier.
- B. Each DFD apparatus is issued four sets of Ballistic gear. District Chief Officers are issued one set of Ballistic gear.
- C. Ballistic gear shall be stored in a dry and easily accessible area on each apparatus.

**II.** Firefighter Use of Ballistic Gear

- A. Ballistic gear shall be worn at any active shooter incident. Ballistic gear maybe utilized at other incidents at officers' discretion.
- B. Gear is to be inspected and fitted at the start of each shift.

**III.** Maintenance and Replacement of Ballistic Gear

- A. After each use, whether in training or on an actual call, gear is to be inspected for serviceability and repair needs according to manufacturer guidelines.
- B. If gear is in need of repair, members are to contact the Operations Division Captain, noting the type and extent of damage. The gear shall then be prepared and tagged for pickup by the Warehouse truck for transport to the Department Quartermaster.
- C. If after use the gear is determined to be serviceable, it should be cleaned and placed back into service.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS

Topic: INCIDENT COMMAND

Topic No:	2111.20
Date:	09-09-2021
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**PURPOSE:** To provide a summary of Incident Command System (ICS) with an emphasis on common DFD command structure and practices

**SCOPE:** All personnel operating at planned events, training scenarios, and incidents

**INTRODUCTION**

The Denver Fire Department adopted the National Incident Management System/Incident Command System (NIMS/ICS) after 9/11/2001 and the use of it is federally mandated. NIMS/ICS is a complex system; however, the portions of ICS that are pertinent to the daily operations of the Denver Fire Department are fairly streamlined and are summarized in this SOG. This SOG will focus heavily on terminology and use of ICS used for the majority of the incidents that we encounter in Denver.

A key principle of ICS is its flexibility. The ICS organization may be expanded easily from a very small size, for routine operations, to a larger organization capable of handling catastrophic events. Along with the flexibility of ICS to expand or contract based on the needs of the incident comes the flexibility for each Incident Commander (IC) to use the portions of ICS that will work on a particular incident. An IC might look at an incident and use Groups to manage it, while another may look at the same incident and see that Divisions would have worked as well. ICS has the flexibility for there to be many variations of command structure to achieve the same goal. As long as each Incident Commander and all personnel assigned at the incident understand the system and definitions and stay within the framework of the particular incident, then ICS becomes an effective tool to manage an incident.

Instituting a formal script of how each incident should be set up beforehand is difficult to accomplish and, due to the many variables at each incident, may actually hinder an Incident Commander when managing a scene. For this reason, it is imperative for everyone to understand ICS and its flexibility and be able to adapt the system to fit an incident, not adapt an incident to fit the Incident Command System. There are examples provided hereafter that provide a functional snapshot into how a particular incident may be run by an IC in Denver; use these as a reference when modeling command structure. An area that the Department does formally, to a small degree, script the ICS structure is technical responses. Due to the high complexity of these responses, it has been advantageous for the DFD to structure the technical area of an incident ahead of time.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS

Topic: INCIDENT COMMAND

Topic No:	2111.20
Date:	09-09-2021
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Review Date:	09-09-2024
Replaces:	Same, dated 08-02-16

**DEFINITIONS**

**Branch:** The organizational level having functional responsibility for major parts of the Operations or Logistics functions. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional name (e.g., medical, security, etc.). The person in charge of a Branch is a Director.

**Command Staff:** The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an Assistant or Assistants, as needed.

**Deputy:** A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

**Division:** Divisions are used to divide an incident into geographical areas of operation. A Division is located within the ICS organization between the Branch and the Task Force/Strike Team. Divisions are identified by alphabetic characters for horizontal applications and, often, by floor numbers when used in buildings. The person in charge of a Division is a Supervisor.

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

**Group:** Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups are at the same organizational level as Divisions within the ICS hierarchy. The person in charge of a Group is a Supervisor.

**Incident Action Plan (IAP):** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS

Topic: INCIDENT COMMAND

Topic No:	2111.20
Date:	09-09-2021
Approved:	<i>RM</i>
Review Date:	09-09-2024
Replaces:	Same, dated 08-02-16

**Incident Command System (ICS):** A standardized management tool for meeting the demands of small or large emergency or nonemergency situations.

- Represents "best practices" and has become the standard for emergency management across the country.
- May be used for planned events, natural disasters, and acts of terrorism.
- Is a key feature of the National Incident Management System (NIMS)

**Incident Objectives:** Statements of guidance and direction necessary for the selection of appropriate strategy/strategies, and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

**National Incident Management System (NIMS):** A national, systematic and proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations (NGO), and the private sector in working together to mitigate incidents of all types and hazards regardless of cause, size, location, or complexity. NIMS is divided into 5 areas: 1. Preparedness (training); 2. Communications and Information Management; 3. Resource Management; 4. Command Management (ICS); and 5. Ongoing System Assessment.

**Officer:** The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Public Information.

**Public Information Officer (PIO):** A member of the Command Staff responsible for interfacing with the public and media.

**Rehab Area:** An area that is established for the purpose of rest/rehab/medical monitoring of emergency personnel assigned to the incident. The person in charge of the Rehab Area is the Rehab Manager.

**Safety Officer:** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have Assistants.

**Section:** The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the Branch and the Incident Commander.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS

Topic: INCIDENT COMMAND

Topic No:	2111.20
Date:	09-09-2021
Approved:	<i>RM</i>
Review Date:	09-09-2024
Replaces:	Same, dated 08-02-16

**Single Resource:** An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work Supervisor that can be used on an incident.

**Span of Control:** The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

**Staging Area:** Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

**Strike Team:** A specified combination of the same kind and type of resources with common communications and a Leader. An example of a Strike Team is the metro Denver area's mutual aid program to provide assistance to a department in need by other area agencies providing a Strike Team of five engines and a Strike Team Leader within two hours of the request for assistance. A Strike Team is between Single Resources and Divisions/Groups in the ICS hierarchy. The use of the Task Force/Strike Team level is very common nationally (example - forest fires). Even though this level is not common in the City of Denver, all personnel should be familiar with the terms/use of this level in case of mutual aid or in case of a full scale, complex incident in Denver.

**Strategy:** The general direction selected to accomplish incident objectives set by the Incident Commander

**Tactics:** Deploying and directing resources on an incident to accomplish incident strategy and objectives.

**Task Force:** A group of resources with common communications and a leader that may be pre-established and sent to an incident or formed at an incident. Differs from a Strike Team in that the resources within a Task Force are different types of resources. An example would be an Engine, Truck, Police Unit, ambulance, and Task Force Leader working together as one within a large geographical Division at a hazmat incident to search/evacuate that Division. A Task Force is between Single Resources and Divisions/Groups in the ICS hierarchy. The use of the Task Force/Strike Team level is very common nationally (example - forest fires). Even though this level is not common in the City of Denver, all personnel should be familiar with the terms/use of this level in case of mutual aid or in case of a full scale, complex incident in Denver.

**Unit:** That organization element having functional responsibility for a specific incident planning, logistics, or finance/administration activity. An example would be the Food Unit at a major incident, tasked with the responsibility of procuring and providing food for all personnel assigned to the incident.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS

Topic: INCIDENT COMMAND

Topic No:	2111.20
Date:	09-09-2021
Approved:	<i>RM</i>
Review Date:	09-09-2024
Replaces:	Same, dated 08-02-16

**Unity of Command:** The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

**SINGLE RESOURCE INCIDENTS**

**Definition of a Single Resource:** An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work Supervisor that can be used on an incident. Examples of single resources would be an Engine (i.e. Engine 21), a Truck (i.e. Truck 4), and a Chief (i.e. Chief 5).

Every incident has an Incident Commander; on a Single Resource response, the Incident Commander is the officer of that particular Single Resource. Example - Engine 26 responds on a dumpster fire, the Incident Commander is the officer on Engine 26.

**Span of Control:** A driving force behind expanding an incident beyond Single Resources by implementing Divisions/Groups/Branches/Sections is Span of Control. Span of Control is defined as the number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. By ICS definition, an appropriate span of control is between 1:3 and 1:7, with the latter being a less complex and slower moving / routine incident. As long as an Incident Commander is within the Span of Control, Groups/Divisions/ etc. do not necessarily need to be created.

**Single Resource Fire Example:**

Small House Fire (Example - bedroom room and contents fire, 900 sq. ft. house)

Group Response of 3 Engines, 2 Trucks, Rescue, 2 Chiefs, 1 RIT, OPS 2

- 1<sup>st</sup> Engine - Attack Line
- 2<sup>nd</sup> Engine - Backup Line to front door
- 3<sup>rd</sup> Engine - Supply line to rear, standing by
- 1<sup>st</sup> Truck - Search
- 2<sup>nd</sup> Truck - Roof
- Rescue 1 - Crew standing by at ICP
- RIT -RECON completed, staged at ICP
- OPS 2 - Incident Safety Officer (ISO) (Note - ISO is part of IC's Command Staff and does not count in Span of Control)
- 2<sup>nd</sup> Chief - Charlie side

In this example, the IC is within the recommended Span of Control. Span of Control is 1:6. Six Single Resources (crews) working, 2 Single Resources (crews) are unassigned (Rescue 1 and 3<sup>rd</sup> Engine). Fire is controlled quickly, and Groups/Divisions were not needed or used.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS

Topic: INCIDENT COMMAND

Topic No:	2111.20
Date:	09-09-2021
Approved:	<i>RM</i>
Review Date:	09-09-2024
Replaces:	Same, dated 08-02-16

**EXPANDING THE INCIDENT: STRIKE TEAMS/TASK FORCES**

*In the Incident Command System, there is a level between Single Resources and Groups/Divisions that is not commonly used on the DFD; that level is Strike Teams/Task Forces. Please see the Definitions section of this SOG for further details.*

**EXPANDING THE INCIDENT: DIVISIONS/GROUPS**

As an incident grows in size and complexity and as more resources are assigned to the incident, the IC's span of control will increase to unsafe levels unless measures are put in place to limit that span of control. The measures in ICS that the DFD uses most commonly to address this issue are Groups and Divisions. Groups/Divisions are the next step in the ICS hierarchy that are used by the DFD when there are too many single resources assigned to an incident and the IC's span of control is too great. Groups and Divisions are at the same management level; one is not subordinate to the other. For example, a Group Supervisor cannot be in charge of a Division Supervisor or vice versa.

- **Divisions:** Divisions are used to divide an incident into geographical areas of operation. Divisions are identified by alphabetic characters for horizontal applications and, often, by floor numbers when used in buildings. The person in charge of a Division is called a Supervisor. Examples: Alpha Division for the Alpha side of a building, Division 10 for the 10<sup>th</sup> floor of a building, Roof Division for the roof.
- **Groups:** Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. The person in charge of a Group is called a Supervisor. Examples: Search Group for a group of single resources, most likely Truck Companies, given the task of searching an area. Fire Attack Group for a group of single resources, most likely Engine Companies, given the task of extinguishing a fire.

As an IC creates Groups/Divisions, the following four points should be addressed:

- Name of the Division/Group (i.e. Roof Division, Search Group)
- Who is in the Group/Division (i.e. Tower 1, Truck 4, Rescue 1)
- The responsibilities of the Group/Division (i.e. Roof Division is responsible for all activities on the roof-ventilation, extinguishment of any fire extension to roof, and overhaul of roof).
- Designation of the Supervisor (i.e. Tower 1 officer is the Roof Division Supervisor).

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS

Topic: INCIDENT COMMAND

Topic No:	2111.20
Date:	09-09-2021
Approved:	<i>RM</i>
Review Date:	09-09-2024
Replaces:	Same, dated 08-02-16

If an officer from a Single Resource is designated by the IC to be a Group/Division Supervisor, that officer assumes responsibility for all resources assigned to that Group/Division and as such is not as able to take part in tasks (i.e. An Engine officer designated to the Fire Attack Group Supervisor with three Engine Companies assigned to the Group will not be able to work at the task level with his Engine Company but must coordinate the tasks of all companies in the Group).

At times, there has been confusion on whether a task has been assigned or whether a Group/Division has been created. Incident Commanders should be very clear and specific when creating Groups/Divisions. For example, “*Engine 9 you will be doing fire attack*” means that Engine 9 will be extinguishing the fire and is still operating as a Single Resource. “*Engine 9 and Engine 3 will be the Fire Attack Group and will be responsible for extinguishing the fire with Engine 9’s officer as the Group Supervisor*” means that a specific Group has been created.

The only person that can create command structure at the incident is the Incident Commander. On larger incidents this ability extends to the Section Chiefs and Branch Directors. Companies will retain their company designations and act as Single Resources until otherwise instructed by the IC.

Groups and Divisions are at the same level within the ICS hierarchy and as such are not subordinate to each other. Span of Control applies to Divisions and Groups as well. Each Division or Group Supervisor’s span of control is recommended to be 3 to 7.

An incident can have a mix of Single Resources, Divisions, and Groups.

Note: It has become a somewhat common practice on the DFD for the Incident Commander to create a Fire Attack Group with the first in Truck officer as the Group Supervisor. The Fire Attack Group is given the responsibility of fire attack, search, rescue, and ventilation (everything on the interior of the building). This is a mis-categorization of the term Fire Attack and a mis-categorization of a Group. Fire Attack is defined as attacking (extinguishing) the fire. A group is defined as a group of Single Resources responsible for a task on the fire ground. Additionally, the Fire Attack Group has been commonly used for small, non-complex incidents where the span of control is not exceeded, making the creation of this group not necessary.

**Example One**

2 alarm response (6 engines, 4 trucks, Rescue Company, RIT Team, 4 Chiefs, Ops 2). 4-story apartment fire, large layout, 8 apartments per floor, interior hallways, fire on the 3<sup>rd</sup> floor, 1 apartment involved, heavy smoke throughout floor, fire extending to 4<sup>th</sup> floor.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS

Topic: INCIDENT COMMAND

Topic No:	2111.20
Date:	09-09-2021
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Review Date:	09-09-2024
Replaces:	Same, dated 08-02-16

- Division 3 - Engines 1 and 3, Tower 1, Truck 4, Rescue 1, Chief 4. Chief 4 as Division Supervisor. Given the task of extinguishment, search, rescue, evacuation, and ventilation (all tasks) on 3<sup>rd</sup> floor.
- Division 4 - Engine 8, Truck 8. Division Supervisor is Truck 8. Given the task of extinguishment, search, rescue, evacuation, and ventilation (all tasks) on the 4<sup>th</sup> floor.
- Single Resource - Tower 9 given the task of evaluating roof conditions and updating IC if ventilation needed or if fire extends to roof.
- RIT - Engine 9, located on 2<sup>nd</sup> floor.
- Exterior Rescue Group - E15, E21, Chief 3. Chief 3 as Group Supervisor. Given the task of rescuing people from windows using ground ladders, leaving ladders as means of egress for Division 3.
- Incident Safety Officer - Ops 2.
- Engine 11 at Level 2 Staging 1 block away. 1 more Truck ordered from Dispatch to keep at least 1 Engine and 1 Truck in staging.

In this example, IC has a span of control of 5 (Div3, Div 4, TR9, RIT, Ext Rescue Group). Safety Officer and Staging are not counted in span of control.

**Example Two**

2 Alarm Response (6 engines, 4 trucks, Rescue 1, RIT Team, 4 Chiefs, Ops 2). Large warehouse fire, one occupancy, heavy fire in warehouse, heavy smoke throughout, companies in Offensive mode, fire not involving structural members of roof.

- Fire Attack Group - Engines 27, 26, and 29. Engine 27 Officer is Group Supervisor. Given the task of extinguishment.
- Search Group - TR27, T02, Rescue 1. TR27 Officer is Group Supervisor, given the task of large area search of the warehouse.
- Horizontal Vent Group - HM01, E14. HM01 Officer is the Group Supervisor. Given the task of opening all exterior bay doors.
- Roof Division - TR09, TR15. TR09 Officer is the Division Supervisor. Given the task of evaluating the roof, opening skylights.
- RIT - T26
- Safety Officer - Ops 2
- E10, E09 in Level 2 staging one block away. 1 more Truck ordered from Dispatch to keep at least 1 Engine and 1 Truck in staging.

In this example, IC has a span of control of 5 (Fire Attack Group, Search Group, Vent Group, Roof Division, and RIT). Safety Officer and Staging are not counted in span of control.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS

Topic: INCIDENT COMMAND

Topic No:	2111.20
Date:	09-09-2021
Approved:	<i>RM</i>
Review Date:	09-09-2024
Replaces:	Same, dated 08-02-16

Note: In this example, a Fire Attack Group was used with the group having only one task (attacking/extinguishing the fire); other Groups completed other tasks.

**EXPANDING THE INCIDENT: BRANCHES**

As an incident grows in size and complexity and more resources are assigned to the incident, as well as multiple groups/divisions being created, the IC's span of control will increase to unsafe levels unless measures are put in place to control that span of control. One manner in which ICS addresses this issue is with Branches. Branches are one of the next steps in the ICS hierarchy that are used when there are too many single resources/groups/divisions assigned to an incident and the IC's span of control is too great.

Many times, it is advantageous to create Branches, due to the complexity of the incident, even though an IC is within their span of control with existing Single Resources/Groups/Divisions. In these cases, there may be several groups/divisions engaged in the same type of activity and grouping them further into a Branch makes the incident safer and more controlled. The Hazmat Branch is an example of this practice.

In addition, it is beneficial to create Branches when there are several agencies present at an incident. EMS and Law Enforcement Branch are examples of this practice; these Branches can be staffed primarily with personnel from the corresponding agencies (DHMC for EMS Branch, DPD for Law Enforcement Branch). The Branch Directors of these Branches can order additional resources from their respective agencies, thus decreasing the responsibilities of the IC (or the position designated by the IC responsible for ordering resources). In these cases, the IC or designee should be updated constantly of resources assigned/ordered for safety/tracking purposes. A Branch Director also has the ability to manage the structure within their Branch by managing the amount of single resources/groups/divisions assigned and expanding/decreasing the size of their Branch as needed.

As an IC creates Branches, the following 4 points should be addressed:

- Name of the Branch (i.e. EMS Branch)
- Who is in the Branch (i.e. Triage Group, Treatment Group, Transport Group)
- The responsibilities of the Branch (i.e. triage, treatment, and transport of all patients at the incident).
- Designation of the Supervisor (i.e. DHMC paramedic supervisor is the EMS Branch Director).



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS

Topic: INCIDENT COMMAND

Topic No:	2111.20
Date:	09-09-2021
Approved:	<i>RM</i>
Review Date:	09-09-2024
Replaces:	Same, dated 08-02-16

**Examples of Branches:**

- **Hazmat Branch:** On a full hazmat response in Denver, the Hazmat Team responds in a pre-made Branch. HAMER 1 officer is the Branch Director. 6 Single Resources respond automatically on a full hazmat response (HAMER 1, E06, Rescue Company, Engine 9, Tower 9, and the Decon) in addition to a District Chief, an Engine, a Truck, and Ops 2. Within the Hazmat Branch there are already pre-created Groups (Entry Group, Rescue Group, and Decon Group). A full-scale hazmat incident is very complex and a Hazmat Branch is an ideal way to delegate the technical portion of the incident to one person and allows the IC to more easily manage all other portions of the incident (search, evacuation, medical care, etc.).
- **EMS (or Medical) Branch:** An example of this would be a large, mass casualty incident created by a large building collapse. Within that EMS (or Medical) Branch, the Branch Director may have a Triage Group, Treatment Group, and Transport Group. A large, mass casualty incident is very complex and by creating an EMS (or Medical) Branch the IC can more easily manage all other portions of the incident (search, rescue, shoring, debris removal, scene control, etc.)
- **Law Enforcement Branch:** An example of this would be a large, mass casualty incident such as an active shooter situation. This type of incident would have a major fire, EMS, and police presence. The Law Enforcement Branch Director would have responsibility for SWAT, bomb squad personnel, and police single resources involved in securing the scene as well as perimeter control.
- **Branches at a High-Rise Incident:** As detailed in the DFD High Rise SOG, Branches may be utilized by the IC at a High-Rise incident as deemed necessary. The High Rise SOG delineates three distinct Branches and the IC may choose to use none, one, two, or all three of these Branches as needed to organize the incident. The three branches are:
  - Lower Floors Branch - includes Lobby, Building Systems, Equipment Support, elevators, Rehab, and Interior Staging.
  - Suppression Branch - includes floor below fire (where RIT is located), fire floor, floor above the fire.
  - Upper Floors Branch - all floors above the floor above the fire.

**EXPANDING THE INCIDENT: GENERAL STAFF**

As an incident grows in size and complexity and more resources are assigned to the incident, as well as multiple groups/divisions/branches being created, the IC's span of control will increase to unsafe levels unless measures are put in place to lower that span of control. At very large or very complex incidents, it is advantageous for an Incident Commander to utilize some or all of the positions available at the General Staff Level.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS

Topic: INCIDENT COMMAND

Topic No:	2111.20
Date:	09-09-2021
Approved:	<i>RM</i>
Review Date:	09-09-2024
Replaces:	Same, dated 08-02-16

At times, it is beneficial to create Sections, due to the complexity of the incident, even though an IC is within their span of control with existing Single Resources/Groups/Divisions/Branches. An example would be a very large building collapse that will take several days to mitigate. While not beyond the span of control operationally, this size of incident is very demanding on an IC. It would be beneficial to delegate the Operations portion of this incident, as well as the Logistics and Planning portions. While not common, in Denver there is a large potential for a large/complex incident to occur and a need for any potential Incident Commander to understand the highest levels of the Incident Command structure.

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

**Sections:** The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration. The Section is organizationally situated between the Branch and the Incident Command. The leader of a Section is a Section Chief.

- **Operations Section:** The functional area in the command structure that has the responsibility for implementing the strategy and tactics used to achieve the incident objectives/mission. The Operations Section Chief has the supervisory responsibility for the Single Resources/Groups/Divisions/Branches that are working tactically at the incident. At a very large incident, the IC can implement an Operations Section and that Section Chief can manage the tactical portion of the incident.
- **Planning Section:** The functional area in the command structure that has the responsibility for the collection, evaluation, and dissemination of tactical information related to the incident, and for the preparation and documentation of Incident Action Plans.

This section also maintains the information on the current and forecasted situation, and the status of resources assigned to the incident. At a very large incident, the IC can implement a Planning Section and that Section Chief can manage the planning portion of the incident. Duties of the Planning Section include tracking resources, forecasting the need for future resources, facilitating meetings of the Command and General Staff, preparing Incident Action Plans, and facilitating briefings at the start of each operational period.

- **Logistics Section:** The functional area in the command structure that has the responsibility for providing facilities, services, and materials in support of the incident. At a very large incident, the IC can implement a Logistics Section and that Section Chief can manage the

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS

Topic: INCIDENT COMMAND

Topic No:	2111.20
Date:	09-09-2021
Approved:	<i>RM</i>
Review Date:	09-09-2024
Replaces:	Same, dated 08-02-16

logistics portion of the incident. Duties of the Logistics Section include acquisition of vehicles, tools, equipment, food, and facilities needed at the incident.

- **Finance/Administration:** The functional area in the command structure that has the responsibility for all administrative and financial considerations on an incident. At a very large incident, the IC can implement a Finance Section and that Section Chief can manage the finance/administration portion of the incident. Duties of the Finance/Administration Section include tracking hours worked of all personnel (including personnel from assisting agencies), costs of tools, equipment, food, facilities, and maintenance costs of vehicles.

**EXPANDING THE INCIDENT: COMMAND STAFF**

As an incident grows in size and complexity, the Incident Commander may need assistance with handling the information flow to citizens and media, having a dedicated person(s) to oversee the safety aspect of the incident, and interacting with governmental agencies that have informational needs. Command Staff Officers are not considered when factoring the span of control of the IC due to their ability to work autonomously.

**Command Staff:** The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. The ICS titles for the personnel responsible for the Command Staff positions are Safety Officer, Liaison Officer, and Public Information Officer. They report directly to the Incident Commander. They may have an Assistant or Assistants, as needed.

- **Public Information Officer (PIO):** The demands on the Incident Commander with regard to disseminating information to the public and media can be time consuming but is a vital function. Information regarding the incident, corresponding threats to structures or areas, evacuation zones, shelters, street or area closures, etc., is valuable and needs to be addressed. The Public Information Officer is established to assist the IC in this area.
- **Safety Officer:** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have Assistants. The Denver Fire Department will have a dedicated Safety Officer at any structure fire, technical rescue, or sizeable incident.
- **Liaison Officer:** A member of the Command Staff responsible for communicating with governmental agencies that are impacted by the incident but are not a functional part of the incident. An example would be communicating with the Office of the Mayor to provide updates on an incident or communicating with CDOT to provide information regarding expected time frames of a highway closure that is in place at an incident.

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: OPERATIONS: INCIDENT OPERATIONS**

**Topic: INCIDENT COMMAND**

<b>Topic No:</b>	<b>2111.20</b>
<b>Date:</b>	<b>09-09-2021</b>
<b>Approved:</b>	<b><i>RM</i></b>
<b>Review Date:</b>	<b>09-09-2024</b>
<b>Replaces:</b>	<b>Same, dated 08-02-16</b>

**Links for further NIMS/ICS information:**

<http://training.fema.gov/emiweb/is/icsresource/assets/reviewmaterials.pdf>

[https://www.osha.gov/SLTC/etools/ics/org\\_ops.html](https://www.osha.gov/SLTC/etools/ics/org_ops.html)

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: INCIDENT OPERATIONS  
**Topic:** High Risk Patient Extraction Response

<b>Topic No:</b>	<b>2111.21</b>
<b>Date:</b>	<b>04-26-17</b>
<b>Approved:</b>	<b>CDIII</b>
<b>Review Date:</b>	<b>04-26-19</b>
<b>Replaces:</b>	<b>Same, dated 11-02-16</b>

**PURPOSE:** To identify Roles and Responsibilities for Denver Fire Department response to High Risk Patient Extraction environments such as Active Shooter / IED incidents.

**SCOPE:** Applies to all Operations Personnel when responding to and operating at High Risk Patient Extraction events.

**GLOSSARY OF TERMS:**

**Active Shooter:** An individual actively engaged in shooting or attempting to shoot people in a confined populated area, typically using firearms.

**Area of Responsibility (AOR):** This is a pre-defined geographic region assigned to a group that is used to define an area with specific geographic boundaries where they have the authority to plan and conduct operations.

**Beachhead:** Front line established by the contact group as the group searches an area. In front of this line is the Hot Zone; behind this line is the Warm Zone where the Rescue Task Force operate.

**Casualty Collection Point (CCP):** A geographic location on a scene to which victims are extracted. Depending on the size of the incident, there can be multiple casualty collection points. This area serves as a funnel where all patients will be formally triaged, treated, and transported.

**Cleared:** An area that law enforcement has searched.

**Cold Zone:** This is an area outside of the immediate threat. It should be deemed safe enough for personnel to work at the Casualty Collection Point, Triage, Treatment, and Transport areas without concern for threat migration. PD will designate an officer to this area, however, to provide security.

**Concealment:** A location, barrier, or object that conceals the first responder. **It does not provide protection from incoming rounds or other hazards.**

**Contact Group:** An initial arriving group of armed law enforcement officers (usually 2-4) assembled for the purpose of neutralizing or mitigating a threat and thereby reducing the number of potential casualties.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS

Topic: High Risk Patient Extraction Response

Topic No:	2111.21
Date:	04-26-17
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Review Date:	04-26-19
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**Command Post:** A location in the Cold Zone determined by the first arriving unit that takes command as the Incident Commander (this location can be relocated if necessary).

**Cover:** A location, barrier, or object that will protect first responders from incoming rounds or other hazards.

**Delivery Group:** Two-person teams that move victims from the CCP to the Triage/Treatment/Transport area. If multiple Delivery Teams are in operation, a group supervisor will be placed at the Triage/Treatment/Transport area. All types of vehicles are approved for the Delivery Group. If the CCP is located in the Warm Zone, Delivery Teams will enter the Zone only at the direction of Unified Command.

**Division:** The organization level having the responsibilities for operations within a defined geographic area. The level is organizational between Single Resources, Task Force, or the Strike Team, and the Branch. A Division or Group Supervisor reports to Command or the assigned Branch Director and is responsible for implementation of his/her assigned portion of the Incident Action Plan, assignment of resources within the Division/Group, and CAN reports (conditions, actions, needs) for the Division/Group resources. The Division/Group Supervisor is responsible for all safety and accountability functions for resources assigned to the Division/Group.

**Group:** The organizational level having responsibility for a specific functional assignment at an incident (extraction, delivery, etc.) that is made up of multiple resources. A Division or Group Supervisor reports to Command or the assigned Branch Director and is responsible for implementation of his/her assigned portion of the Incident Action Plan, assignment of resources within the Division/Group, and CAN reports (conditions, actions, needs) for the Division/Group resources. The Division/Group Supervisor is responsible for all safety and accountability functions for resources assigned to the Division/Group.

**Hot Zone:** Should consist of law enforcement personnel only. This will include any area where a suspect or suspects are known to be located but not under the control of law enforcement.

**IARD:** Immediate Action Rapid Deployment. Denver Police tactics to immediately address active shooter threats through the use of contact teams, casualty search teams, rescue teams, and/or support teams.

**IARD Supervisor:** Command Officer from DPD in charge of Contact, Rescue Task Force, and Support teams.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: INCIDENT OPERATIONS  
**Topic:** High Risk Patient Extraction Response

<b>Topic No:</b>	2111.21
<b>Date:</b>	04-26-17
<b>Approved:</b>	CDIII
<b>Review Date:</b>	04-26-19
<b>Replaces:</b>	Same, dated 11-02-16

**Improvised Explosive Device (IED):** A device placed or fabricated in an improvised manner incorporating destructive, lethal, noxious, pyrotechnic, incendiary, or chemicals designed to destroy, incapacitate, harass, or distract.

**Incident Command (IC):** The individual who is responsible for the management of all aspects of the incident. Primarily responsible for determining overall strategy based on the incident priorities, formulating the Incident Action Plan (IAP), and coordinating and directing all incident resources to implement the plan and meet its objectives. Incident Command shall be established on all incidents.

**Keyhole:** The process PD Officers use to hold a narrow area such as a hallway (with guns drawn) so as to make the area behind them safe to quickly pass through.

**Mass Casualty Incident (MCI):** When the injured outnumber or overwhelm resources.

**Protection Team:** A team of law enforcement officers who will maintain the Warm Zone and provide protection to the Extraction Entry Team/Rescue Task Force. The Protection Team is in charge of the RTF assigned to them.

**Quick Deployment Litter:** Extraction litter designed for fast deployment and loading of patients for extraction to the CCP.

**Rapid Intervention Team (RIT):** Set up for rapid rescue of Fire and Police Officers only. Same configuration as a Rescue Task Force Team.

**Rescue Corridor:** An area inside a Cold or Warm Zone which can be secured by law enforcement personnel. Law enforcement personnel control all entrances and exit points to the Rescue Corridor. Fire personnel can utilize this area as a triage area within the structure and need no escort while moving inside the Rescue Corridor.

**Rescue Task Force (RTF):** Consists of at a minimum, 3 law enforcement officers and 2 EMS personnel. Within the RTF Team, there is a Protection Team which consists of (2 Front Guards and 1 Rear Guard) and an Extraction Team with 2 EMS personnel. They will enter at a designated area to be determined by Incident Command. The number of RTF members will vary based on the size of the incident as well as resources available.

**Staging:** Staging is a designated location for incoming apparatus to stop and await assignment. Units in staging are considered immediately available for deployment where needed at an incident. A staging area manager will coordinate the resources on hand at staging. Staging is important because it provides a central point with which to draw resources. For example, if there are two separate transport areas on a given incident, each transport



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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officer can easily contact the staging officer with a request for ambulances. This insures a steady and consistent flow of resources to all needed areas.

**Support Task Force:** DPD team providing cover and support to Bomb Squad or Fire personnel for special operations when battling a fire within the structure. Similar configuration and movement of RTF.

**Tactical Command Location:** Forward location near entry point for tactical teams, and rescue and support task forces. Area of co-location of the IARD supervisors from DPD, DFD and EMS. Located in a secured area, which is typically in the Warm Zone.

**Triage:** When the number of patients on a scene overwhelms the capacity of the resources at hand, the scene officially becomes a Mass Casualty Incident. Once this occurs, personnel will need to begin triaging patients. RTF will only rapidly triage for breathing and bleeding in the Warm Zone. RTF will assess a patient for breathing. No breathing? Reposition airway. Still no breathing? Tag as a Black (deceased) and leave the victim in place. If a patient is breathing and there is a compromised airway that is life threatening, address this at the time (chest decompression, simple airway adjunct, etc.) if the ability to do so safely is present. If the patient starts breathing after airway positioning, extract the patient. If the patient has life threatening bleeding that can be rapidly addressed, apply tourniquet, pressure dressing, or occlusive dressing and extract the patient. Only life threatening interventions should be performed in the Warm Zone and ONLY if it is secure enough to do so at the discretion of the Protection Team.

**Triage (group):** Typically located at the Casualty Collection Point, a designated triage personnel will assess each patient's present medical priority and categorize them as code Green, code Yellow, code Red, or code Black (Deceased: these victims need to be directed to a temporary morgue which is directed by a morgue unit leader). Remaining patients will then be directed to the requisite treatment group for their triage designation. Depending on the size of the incident, there can be multiple Triage groups. A more thorough assessment will be done at the CCP to further determine needs and transport.

**Transport (group):** This group designates a location for access and egress of ambulance vehicles. Transport of all patients is coordinated by this group.

**Treatment (group):** This group provides immediate treatment to patients who are awaiting transport to a hospital. A treatment group supervisor will direct the three separate treatment areas. All patients designated as Green, Yellow, or Red will be placed in treatment Green, Yellow, and Red treatment areas respectively. Depending on the size of the incident, there can be multiple treatment groups.



## STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: INCIDENT OPERATIONS  
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<b>Topic No:</b>	2111.21
<b>Date:</b>	04-26-17
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**Unified Command:** Incident management performed by representatives of several agencies to assure that a consistent response plan is developed and deployed and that all actions are performed in a safe, well-coordinated manner.

**UCP: Unified Command Post**

**Warm Zone:** (Relatively Secured Areas) will be entered by our personnel as part of the Rescue Task Force Team and Delivery Group to extract viable victims to the Casualty Collection Point.

**5280 Method:** Denver's Patient extraction methodology, developed cooperatively by DPD, DHPD, and DFD.

**I. Response**

- A. Response to a High Risk Extraction incident is comprised of a minimum of Two Companies, District Chief, and OPS 2. DFD Incident Commander may increase the initial assignment to the incident based on initial reports of an increased scope and breadth to the incident. Companies should exercise great caution when responding to these incidents as there are multiple agencies converging on the same location.
- B. On arrival, DFD Companies are to stage in the Cold Zone (minimum 1 block away) and monitor PD district channel.
- C. Once PD has determined there is an active threat, the DFD IC should make every attempt to locate the command post established by PD and begin the process of Unified Command with PD and EMS.
- D. DFD Companies should be careful to stage in a fashion so as to maintain ingress/egress routes for ambulances and PD units to enter and exit the area.

**II. Unified Command & Control**

- A. Risks are reduced and casualty evacuation is expedited through the utilization of Unified Command which increases communication and functionality between Contact Groups and Rescue Task Force (RTF) Teams.
  1. First arriving company officer or District Chief, in a coordinated effort with the PD Commander, shall establish a Command Post with EMS personnel and PD.
  2. First arriving PD units form into Contact Groups per DPD policy and work to engage the threat.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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3. PD shall establish an IARD Supervisor in charge of Contact Groups. **DFD Companies and personnel do not operate with Contact Teams.**
4. Once a Command Post is determined, DFD Incident Commander shall make contact with the IARD supervisor to determine their Tactical location. **\*At no time shall any DFD/EMS units enter the Hot/Warm Zone until an IARD supervisor is identified.\***
5. PD supervisor not assigned to a contact group or IARD supervisor shall report to the Command Post to form a Unified Command with Fire and EMS.
  - a) The UCP should be located in the Cold Zone.
  - b) Location of the UCP should be designated and broadcast to arriving units.
  - c) Unified Command should consider a common radio command channel for all agencies (e.g. Red south West).
  - d) A Staging Area should be established and broadcast to all arriving units.
  - e) Once Contact Groups confirm that victims are present and in need of rescue, DFD and EMS will each identify a RTF Group Supervisor and assemble RTF teams.
6. Once a DFD District Chief has arrived on scene and assumed the role of Incident Commander, A DFD Company Officer is designated as the DFD RTF Group Supervisor. This position may be staffed by the first arriving Company Officer who is at the UCP as part of his initial role. The DFD RTF Group Supervisor is responsible for all DFD personnel assigned to the RTF teams. This position will be co-located with IARD Supervisor and EMS RTF Group Supervisor, also called the Tactical Command Location.

### III. On Scene Operations

- A. Initial arriving PD units form into Contact Teams. These teams bypass the injured to locate, engage, and neutralize or contain the threat. Denver Fire Department members shall not operate within these teams.
  1. PD contact teams will attempt to radio locations to the IARD supervisor of injured parties for rescue by RTF teams.
- B. Additional PD officers establish hold and maintain keyholes and safety corridors to allow RTF teams to move between the Casualty Collection Points and patient locations with reduced risk.

## STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: INCIDENT OPERATIONS  
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<b>Replaces:</b>	<b>Same, dated 11-02-16</b>

**C.** DFD, PD, and EMS personnel form into RTF teams, under the supervision of the IARD Group Supervisor, and will locate, provide lifesaving interventions (i.e. tourniquet placement), and evacuate victims away from the threat to Casualty Collection Points.

1. RTF Teams are Configured as follows;

- a) PD Protection Team with a minimum of 3 Police Officers, two Officers operating as a front guard and one officer operating as a rear guard
- b) Two EMS personnel  
(When available, 2 Firefighters and 1 Paramedic).

**D.** Police Officers maintain control and are in charge of movement within the structure. Any decision regarding self-evacuation and extrication of casualties must be first cleared through PD.

**E.** DFD and EMS personnel operating within RTF teams shall designate a separate tactical radio channel to notify RTF Group Supervisors of medical considerations and/or extraction details.

**F.** Delivery teams, consisting of at least two EMS personnel, are established when there is a distance between CCPs and the Triage/Treatment/Transport area. Delivery teams will work under the supervision of DFD and EMS RTF supervisors.

**G.** Rapid Intervention Team should be established and maintained for the rescue of Police, Firefighters, and EMS personnel only. RIT team will be located at the Tactical Command Location (TCL) and under the supervision of the IARD supervisor.

**H. Additional Consideration for Denver Public Schools (DPS)** - All exterior building doors are labeled (inside and outside of the doors) that offer access to the building. The numbering system begins with the main entry point being door number 1 and then proceeds numerically in a clockwise direction around the building.

#### **IV. Equipment**

- A.** All DFD members operating on scene in the Warm Zone shall don the following PPE:
1. Soft body armor with plate carrier

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: INCIDENT OPERATIONS  
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<b>Topic No:</b>	<b>2111.21</b>
<b>Date:</b>	<b>04-26-17</b>
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<b>Replaces:</b>	<b>Same, dated 11-02-16</b>

2. Ballistic Helmet
3. Eye Protection

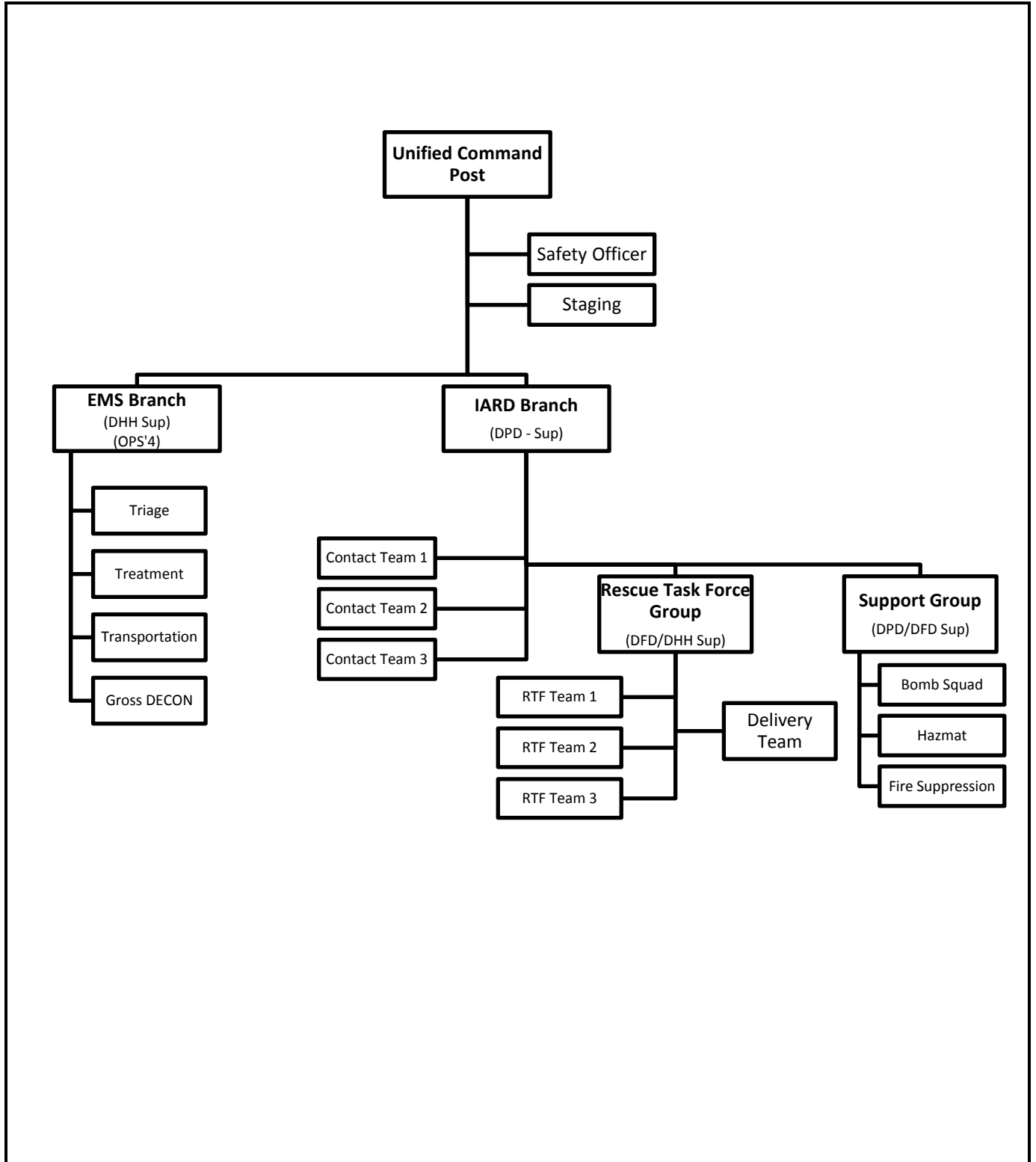
B. Each RTF team that DFD personnel operate within shall bring the following equipment with them:

1. Medical Bag
2. Quick Deployment litter for rapid patient extraction (provided by EMS)
3. Mass Casualty EMS bag (located in each District Chief's car).

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS  
 Topic: High Risk Patient Extraction Response

Topic No:	2111.21
Date:	04-26-17
Approved:	CDIII
Review Date:	04-26-19
Replaces:	Same, dated 11-02-16



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS  
Topic: Carbon Monoxide

Topic No:	2111.22
Date:	08-06-2020
Approved:	RM
Review Date:	08-06-2022
Replaces:	Same, dated 01-26-17

**PURPOSE:** To establish the guidelines for DFD personnel responding to incidents involving the investigation of an accumulation of carbon monoxide.

**SCOPE:** Applies to all Denver Fire Department personnel functioning in an operational capacity at a carbon monoxide response.

**I. CONSIDERATIONS**

Carbon monoxide is an odorless, tasteless, colorless gas that is deadly. It is a by-product of a fuel burning process. Many appliances such as furnaces, kitchen stoves, hot water heaters, automobiles, etc., can produce carbon monoxide. When a faulty device or unusual conditions exist, carbon monoxide may be vented into areas where people are present.

Carbon monoxide poisoning may be difficult to diagnose. Its symptoms are similar to the flu, which may include headache, nausea, fatigue, and dizzy spells.

The Occupational Safety and Health Administration (OSHA) has established a maximum safe working level for carbon monoxide at **35 parts per million (PPM)** over an eight-hour period, in the general workplace. The U.S. Environmental Protection Agency has established that **residential levels are not to exceed 9 PPM** over an eight-hour average.

Commercial buildings have many sources of CO not found in residences such as parking garages, drive-through windows, auto repair bays, various “processes”, un-vented gas burners in large confined spaces, forklifts, etc., recognizing the OSHA-established **35 PPM as the acceptable level for commercial buildings**. Denver Fire Department has established 35 ppm as the threshold level where all members must use their SCBA.

**Company officers are responsible for ensuring that their meters are operating correctly.**

**II. TRUCK COMPANY RESPONSIBILITIES**

The truck officer establishes incident command and builds the command structure as the situation dictates and available resources allow. Two firefighters with SCBA enter the structure with a multi gas meter. The meter should be zero calibrated and set up inside a clean air environment (no vehicle fumes). Any additional resources needed should be relayed to the incident commander immediately.

**NOTE: AN ALARMING DETECTOR IS ASSUMED TO BE CORRECT UNTIL DETERMINED OTHERWISE.**

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS  
Topic: Carbon Monoxide

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- A. Be sure the structure is evacuated and start the investigation procedure with 2 – 3 firefighters only.
- B. An initial air reading should be taken just inside the entry point to ascertain initial conditions, keeping in mind that meters take a short period of time to analyze the air sampled.
- C. Determine if anyone exhibits any symptoms of carbon monoxide poisoning (symptoms may include, but are not limited to, headache, nausea, fatigue, dizzy spells, or impaired judgment).  
  
If symptoms are present request a Code 10 Ambulance and consider a Rescue Company to verify readings.
- D. If no one exhibits any symptoms of carbon monoxide poisoning, check the interior to get a CO reading in PPM.
  - 1. Keep windows and doors closed until house is checked completely using the carbon monoxide meter.
  - 2. Turn on any appliances that can create carbon monoxide and make sure levels don't increase while running (furnace, hot water heater).
  - 3. Ventilation (electric fans) of the structure shall begin to bring levels below 9 PPM unless it is a commercial structure, then 35 PPM is acceptable.
  - 4. Xcel Energy shall be notified if necessary (malfunctioning furnace, etc.)
  - 5. If Xcel has been notified, they should be en route, and the crew should stand-by until the arrival of Xcel.
  - 6. Inform the residents of findings and actions taken.
  - 7. If CO levels are below threshold limits of 9 PPM (residential) or 35 PPM (commercial), then inform the resident to have their CO detector checked as recommended by the manufacturer.
  - 8. Advise the residents to call 911 if the alarm reactivates.

**III. SINGLE GAS CO DETECTORS**

- 1. A single gas CO meter will be issued and shall be permanently attached to the in-service medical or oxygen bag on all companies.
- 2. The meter is designed to run in a continuous manner; **therefore, once placed in service there is no need to shut the meter off.**

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: INCIDENT OPERATIONS  
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<b>Topic No:</b>	2111.22
<b>Date:</b>	08-06-2020
<b>Approved:</b>	<i>RM</i>
<b>Review Date:</b>	08-06-2022
<b>Replaces:</b>	Same, dated 01-26-17

3. These meters are to operate as a *safety buffer only*, to alert fire crews of inadvertently operating in a CO contaminated atmosphere. (i.e. medical calls, etc.) The unit will alarm at or above 35ppm.
4. If the meter goes into alarm (35 ppm) the rescuers and victims shall retreat to a safe area and the company officer shall contact Fire Dispatch to initiate the appropriate CO response which will include a Truck Company/and or Hamer.
5. Calibration is required every six months. Companies will not be assigned a specific meter; **company officers and members will be responsible for the inventory of the meters that they receive.** The single gas meters shall be sent to Station 9 for calibration as needed.

The ToxiRAE 6 CO meter will flash “CAL” on the left side of the screen when due.

The RKI Series 3 CO meter will display “C. Limit Cal”. This will mean the meter needs to be sent to Station 9 for calibration.

Any time a meter is sent to Station 9 for calibration a Meter Repair Form must be submitted with the meter.

**ALSO REFER TO:**

**SOG 2106.13 Meter Usage and Calibration for ToxiRAE Pro CO<sub>2</sub> with Form**



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS

Topic: Carbon Dioxide

Topic No:	2111.23
Date:	08-06-2020
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Replaces:	Same, dated 1-26-17

**PURPOSE:** To establish the guideline for DFD personnel responding to incidents involving the investigation of the accumulation of Carbon Dioxide.

**SCOPE:** Applies to all Denver Fire Department personnel functioning in an operational capacity at a carbon dioxide response.

**I. CARBON DIOXIDE CONSIDERATIONS**

Carbon Dioxide or CO<sub>2</sub> is used in the following applications:

- Beverage industry including restaurants, bars, movie theatres, and breweries
- Concerts and night clubs
- Plant growing for enriching the plant growth
- pH treatment of swimming pools
- After oxygen, it is the second most widely delivered and used compressed gas

CO<sub>2</sub> is either a compressed/liquefied gas which is most commonly used in industry or it is a solid like dry ice. It is odorless and colorless or in the solid form may be white, it has a biting/sour/acidic taste that may be noticed at higher concentrations. Vapor Density or how heavy it is compared to air is 1.53 or 1½ times heavier than air.

CO<sub>2</sub> is always present in our atmosphere, generally less than 600 parts per million (ppm). In industry, it would not be uncommon to measure levels 1000ppm to 1800ppm. The OSHA Standard (29 CFR 1915.1000) states these thresholds which the Operations Division will use as a guide to determine if an IDLH atmosphere exists, and if a Level 2 response is required.

- Permissible Exposure Limit (PEL) - **5000ppm**
  - 8-hour work shift of a 40-hour work week
- Short-term Exposure limit (STEL) – **30,000ppm**
  - Measured exposure over 15-minute average
- Immediately Dangerous to Life or Health (IDLH) - **40,000 ppm**
  - Based on the effects that might occur as a consequence of a 30-minute exposure.
  - **EVERY EFFORT SHOULD BE MADE TO EXIT AND EVACUATE IMMEDIATELY!**

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS  
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**II. FIRE PREVENTION CONSIDERATIONS**

When CO<sub>2</sub> is used in industry, large quantities are often required. Greater than 100 pounds in use requires continuous ventilation, or a CO<sub>2</sub> detection system with the following alarm set points:

1. Beverage or pH Systems are to follow these standards:

- 5,000ppm or 0.5% – Self re-setting (non-latching) alarm. Notification for employees only in approved locations with instructional signage.
- 15,000ppm or 1.5% – Latching Alarm. Notification for employees only in approved locations with instructional signage. Requires a service company or approved trained employees to investigate, repair and reset.
- 30,000ppm or 3.0% – Latching Alarm. Initiate amber strobes and audible horns provided in the vicinity of each interior storage container, cylinder or tank and at each point of use. Additional amber strobes and audible horns shall be placed at the entrances to below grade locations, confined spaces, and at walk-in coolers. Activation of automatic system shutoff valve. Evacuate room/area and call 911. In buildings with a monitored sprinkler or fire alarm/detection system, the carbon dioxide (CO<sub>2</sub>) emergency alarm system shall be connected to the building fire alarm control panel and WILL DISPATCH THE FIRE DEPARTMENT.

2. Plant growing occupancies are to follow these standards:

- 5,000ppm – latching alarm. Initiate amber strobes and audible horns provided in the vicinity of each interior storage container, cylinder or tank and at each point of release (grow room). Activation of automatic system shutoff valve. Evacuate the room in alarm and contact a qualified service company to investigate and address the condition. Reset of the emergency alarm to be conducted by qualified personnel. FIRE DEPARTMENT IS NOT CALLED OR DISPATCHED ON THIS ALARM SINCE THE LEVEL IS 5,000 PPM.

**III. RECOMMENDED OPERATIONS FOR EMS CALLS**

1. A single gas CO<sub>2</sub> meter will be issued to all companies and shall be placed on apparatus. The meter has 2 alarms levels:
  - **LOW ALARM at 5000ppm**
  - **HIGH ALARM at 30000ppm**

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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These meters are to operate as a *safety buffer only*, to alert fire crews of inadvertently operating in a CO<sub>2</sub> contaminated atmosphere. (i.e., medical calls, etc.)

2. CO<sub>2</sub> meter should be used when responding to the following occupancies:
  - Beverage systems in restaurants, bars, movie theatres, and breweries – ***Below grade***
  - Walk-in coolers at restaurants (**confined space**), like below grade
  - Concerts and night clubs – ***Below grade***
  - Any plant growing facility – ***Any Occupancy***
  - Swimming pool pH treatment facility – ***Any Occupancy***
3. When the LOW ALARM is activated it should alert the rescuers that CO<sub>2</sub> is present above the PEL (Permissible Exposure Limit) and the occupancy management needs to contact their CO<sub>2</sub> supplier to have the system serviced.
4. When the HIGH ALARM is activated the rescuers and victims shall retreat to a safe area and the company officer shall contact Fire Dispatch to initiate the appropriate CO<sub>2</sub> response which will include a Chief, Engine, Truck and Hamer 1. Hamer 1 will determine actual concentration and strength of CO<sub>2</sub> in an effort to render the building safe for occupancy. If 30000ppm or higher is measured, entry for any mission specific purpose requires all structural firefighting gear including SCBA, on air.

**IV. RECOMMENDED OPERATIONS FOR PFAS/BOX RESPONSE**

**NOTE: AN ALARMING DETECTOR IS ASSUMED TO BE CORRECT UNTIL DETERMINED OTHERWISE**

1. Evacuation of the occupancy should be the primary concern of any company on scene of a CO<sub>2</sub> alarm sounding. If entering the structure is required, then all structural firefighting gear should be worn *and* all members entering the CO<sub>2</sub> enriched environment should be utilizing their SCBA on air.
  - a. Remember that CO<sub>2</sub> is heavier than air. Be sure to check areas below grade during your search for possible victims.
  - b. CO<sub>2</sub> may tend to accumulate in enclosed areas and elevated readings should be suspected in these areas.
  - c. The balance of the CO<sub>2</sub> response will be dispatched to assist in the mitigation of the incident.

**ALSO REFER TO:**

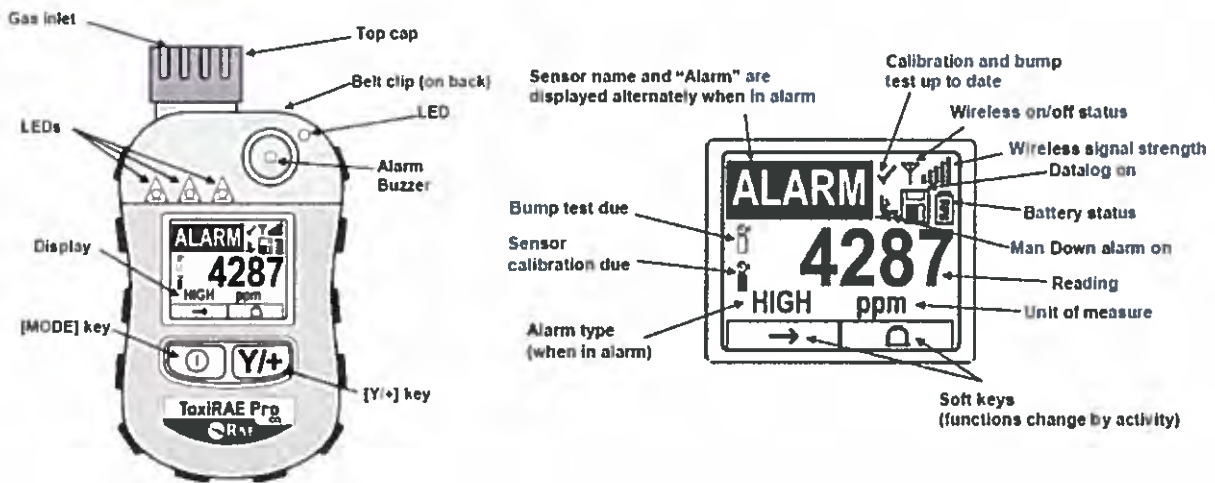
**SOG 2106.13 Meter Usage and Calibration for ToxiRAE Pro CO<sub>2</sub> with Form**

Topic No:	2111.23a <i>(Note: Same as 2106.13)</i>
Date:	10-31-18
Approved:	CDIII
Review Date:	10-31-20
Replaces:	Same, dated 10-04-17

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EQUIPMENT  
 Topic: Meter Usage and Calibration for  
 ToxiRAE Pro CO<sub>2</sub>

The ToxiRAE Pro CO<sub>2</sub>'s user interface consists of the display, four LEDs, an alarm buzzer, and two keys, [MODE] and [Y/+]. The LCD displays real-time readings in specified measurement units, sensor type, alarm type (when in alarm, including cal. overdue), battery status, and datalog.



To turn the ToxiRAE Pro CO<sub>2</sub> on, press and hold [MODE] for 3 seconds.

1. When the ToxiRAE Pro CO<sub>2</sub> turns on, the buzzer, vibration alarm, and LEDs are tested.
2. A battery test is performed. If the battery has sufficient charge, then the next step is a self-test of the system. **Note:** If the battery is almost fully discharged, the message "Battery too low! Needs charging. Powering off!" shows in the display and the ToxiRAE Pro CO<sub>2</sub> shuts off. You must charge the battery before you can use the instrument.
3. Self-testing is performed by the ToxiRAE Pro CO<sub>2</sub>.

For any of these error types, try restarting the instrument. If the error message appears again after one more attempt to restart the instrument, consult **Station 9** for technical support.

To turn the ToxiRAE Pro CO<sub>2</sub> off, press and hold [MODE]. In 2 seconds, a 5-second countdown to shutoff begins, accompanied by one buzzer beep per second. You must hold your finger on the key for the entire shutoff process. If you remove your finger from the key during the countdown, the shutoff operation is canceled and the ToxiRAE Pro CO<sub>2</sub> continues normal operation.

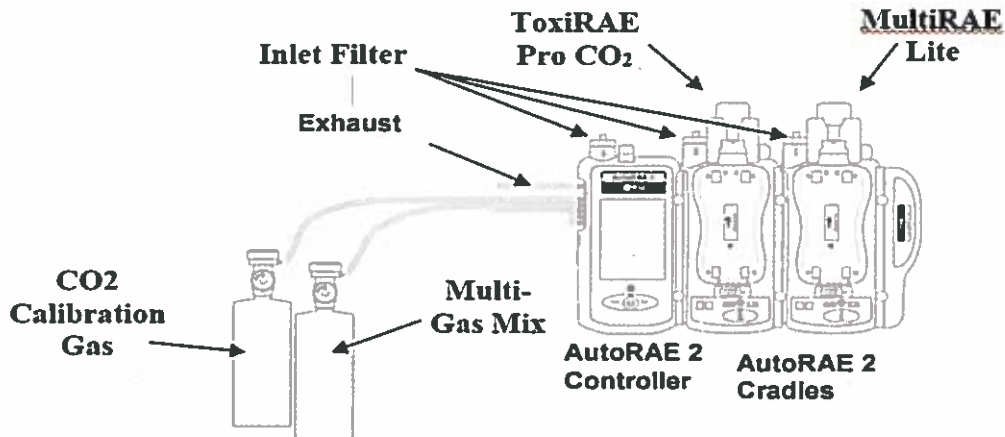
When you see "Unit Off," release your finger from the [MODE] key. The ToxiRAE Pro CO<sub>2</sub> is now off.

<b>Topic No:</b>	<b>2111.23a</b> <i>(Note: Same as 2106.13)</i>
<b>Date:</b>	<b>10-31-18</b>
<b>Approved:</b>	<b>CDIII</b>
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<b>Replaces:</b>	<b>Same, dated 10-04-17</b>

**STANDARD OPERATING GUIDELINE**

**Section:** OPERATIONS: EQUIPMENT  
**Topic:** Meter Usage and Calibration for ToxiRAE Pro CO<sub>2</sub>

**CALIBRATING THE TOXIRAE PRO CO<sub>2</sub> USING THE AUTORAE 2 SYSTEM**



**Place the ToxiRAE Pro CO<sub>2</sub> in the cradle:**

1. Make sure the instrument is turned off.
2. Place the instrument into the cradle face-down, making sure that it is aligned correctly.
3. Press in on the capture mechanism to lock the instrument in place.

When you place an instrument in the cradle and lock the capture mechanism, the instrument begins charging and is automatically warmed up.

**Calibrate**

1. Once the warm-up has been completed the BUMP & CAL lights should turn from amber to green. Press the CAL button and wait for the screen on the controller to display [CAL REQ]

Calibration will automatically start in 30 seconds or push START to by-pass the delay. It takes approximately 60 seconds to calibrate the ToxiRAE Pro.

The AutoRAE 2 Controller should display PASS below the CALIBRATE column and to the right of the ToxiRAE Pro CO<sub>2</sub> Instrument. Release the capture mechanism on the cradle and remove the ToxiRAE Pro CO<sub>2</sub> monitor.

To return the ToxiRAE Pro back to normal mode scroll down until exit and select. Your monitor is now calibrated and operating normally.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EQUIPMENT  
Topic: Meter Usage and Calibration for  
ToxiRAE Pro CO<sub>2</sub>

Topic No:	2111.23a <i>(Note: Same as 2106.13)</i>
Date:	10-31-18
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**Calibration schedule**

It will be the responsibility of the company Captain for ensuring that their meters are operating correctly. The ToxiRAE Pro shall be calibrated in the months of January, April, July, and October. Companies will use their station number to correspond with day of the month to calibrate their meter. Stations 36, 37, and 38 will use the end of the month as their calibration date.

All of the data from the calibration stations will be maintained at **Station 9**.

The AutoRAE calibration stations shall be maintained by the Truck Company Captain assigned to the District Chief's house and the Engine 24 Captain in District 3. All needed equipment will be ordered from the Special Operations Chief.

If the calibration FAILS after the 2<sup>nd</sup> attempt, contact **Station 9** for technical support. If the meter needs to be sent to Station 9 for repairs, please fill out the fillable meter repair form (see Attachment "Meter Repair Form"). The form is located in the DFD downloadable forms or Target solutions file center. Then email it to [Station9Meters@denvergov.org](mailto:Station9Meters@denvergov.org). No repairs will be made unless this form has been filled out and received by the members of Station 9.

Each District Chief will have a spare CO<sub>2</sub> meter.

**ATTACHED:** Meter Repair Form



## METER REPAIR FORM

COMPANY \_\_\_\_\_

METER  
(Select One)

MultiRAE

ToxiRAE Pro(CO<sub>2</sub>)

ToxiRAE 2(CO)

TIF Meter

Canberra

Meter Problem:

Repairs:

Officer: \_\_\_\_\_

Officer Signature: \_\_\_\_\_

Date \_\_\_\_\_

This form must be emailed to [Station9Meters@denvergov.org](mailto:Station9Meters@denvergov.org) or accompany the meter to Station 9 for meter repairs. If you have questions, please contact a meter technician at station 9 with questions. Meters cannot be repaired without this form signed by an officer. A replacement meter will be issued if one is available. If no reserve meter is available contact your District Chief and Dispatch so the response matrix can be updated.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS

Topic: Elevated Suicide Attempt

Topic No:	2111.25
Date:	04-26-17
Approved:	CDIII
Review Date:	04-26-19
Replaces:	New

**PURPOSE:** To ensure a consistent and safe response to all elevated suicide attempts, commonly dispatched as Jumpers.

**SCOPE:** Applies to all Denver Fire Department personnel.

**A. Has Not Jumped**

1. Law enforcement agencies are the authority and are in command of these types of incidents with Denver Fire providing a supporting role.
2. Department personnel respond Code 10, based on the response matrix. If possible, halt siren use when in close proximity to the scene (if able to do so safely).
3. Department personnel will confirm the location and a description of the jumper, if possible, from witnesses and by performing a visual inspection from the ground.
4. The first arriving company will assume command and ensure that the area below the person is restricted from access. This could include closing sidewalks, streets, building entrances, etc. Barrier tape may be used to set up this "Safe Zone." This company will maintain access restriction until relieved by another company, police personnel, or at the discretion of the Incident Commander.
5. On arrival, the first Truck Company or District Chief shall take command of Denver Fire resources. The Fire IC shall then locate the Police IC and coordinate the actions/tactics of fire resources. If police are not on scene, the Fire IC should verify that they are responding.
6. Denver Fire Department truck company and high angle team members will use extreme caution when ascending the building to ascertain information which includes building layout, anchor points, and egress options. Law enforcement members have the responsibility of making contact with the suicidal party and providing cover at the elevated position. It is imperative that Firefighters stay clear of the party until law enforcement has made contact and established a working plan with Fire Department personnel.
7. Companies shall set up Operations on the same floor as the victim. If possible, have limited amount of radios turned on to keep feed-back to a minimum.
8. Any DFD personnel that have patient contact near the edge should have single prusik fall protection system (with hasty chest) in place. At no time will a DFD member place themselves within reach of the suicidal party without the above safety precautions in place. Consideration should also be given to having police personnel as the contact point for the



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS

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Replaces:	New

patient, and not DFD personnel. Police personnel should also have a fall protection system in place. If it can be safely accomplished, a “team concept” comprised of both DFD/police personnel could be used as a patient contact team.

**Technical Recue Team Responsibilities**

1. First in members from Rescue 1 or Tower 1 shall go the same floor as the initial companies. Company Officer will assume Rescue Group Supervisor and set up 2<sup>nd</sup> fall protection system for Technical Rescue Team. Any police personnel that have patient contact near the edge should have fall protection system in place.
2. Second in members from Rescue 1 or Tower 1 will go the floor above. Company Officer will assume edge and ensure haul and belay system are set up. Engine 1 crew will go to the floor above and assist with the haul and belay team.

**B. Has Jumped**

1. Secure scene.
2. Administer aid following EMT protocols.
3. Be mindful of the crime scene, taking care to preserve it where possible.

**C. On an Overpass**

1. If a Tower is responding and first on scene, spot apparatus under the overpass to utilize bucket. At no time will a Firefighter ascend in the Tower without PD making contact with the victim.
2. Additional PD resources may be needed for traffic control under the overpass.
3. Tower 1 should spot apparatus on the overpass when responding with another Tower.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: ENGINE OPERATIONS  
**Topic:** Engine Company Operations  
Introduction

<b>Topic No:</b>	2112.01
<b>Date:</b>	06-27-18
<b>Approved:</b>	CDIII
<b>Review Date:</b>	06-27-20
<b>Replaces:</b>	Same, dated 03-22-11

**PURPOSE:** To provide an understanding and working knowledge of the fundamental operations of the engine company and to serve as an introduction for the following Engine Company guidelines.

**SCOPE:** Applies to all officers and firefighters assigned to or working as a member of an Engine company.

The importance of a highly disciplined and well-trained Engine Company cannot be over emphasized. Arguably, one of the most important tasks to be accomplished on the fireground is the placement and effective operation of the initial hoseline. The Engine Company's ability to quickly and effectively stretch and operate a hoseline most often determines the number of lives saved and subsequent fire damage prevented during fireground operations. Statistics show that fireground injuries and death are drastically reduced after the fire has been extinguished. The importance of placing the initial hoseline into operation and getting water to the seat of the fire can not be overstated.

The Engine Company officer sets the stage for the successful Engine Company through leadership and training with his/her crew. Upon arrival to the fire scene, the Engine Company officer is faced with a myriad of considerations that will ultimately affect a positive outcome for the incident at hand. For example, the officer must, in coordination with the Engineer, initiate appropriate apparatus positioning with considerations for water supply, responding ladder companies, attack line stretches, and potential fire spread. In addition, a proper size up of the incident should provide information regarding rescue situations (location and number of parties trapped), size and extent of fire, structural integrity, hoseline selection (length, diameter, nozzle), and the type of hose stretch most suitable, i.e. straight into the fire building, up or down a stairway, up a stairwell well hole, or potentially up the exterior of the building using a rope or over a ladder. Not to be disregarded is the Engine Company officer's understanding of the abilities and limitations of the crew members present. The engine officer must recognize the skills and abilities present and use them to their greatest potential as members of the engine company team.

The engine company Engineer assumes the primary responsibility of the safe and efficient delivery of all members of the engine company to the emergency to which they are responding. In addition, the engine company Engineer must be proficient in their ability to provide the needed water and correct pressure through the necessary hose-lines, as well as to ensure the completed water supply to the engine. The Engineer must be well versed in the hydraulic formulas and calculations necessary to provide the needed water flow to the various hoseline members operating inside the fire building. The Engine Company Engineer must also consider the appropriate positioning of the apparatus, remain out of the way for operating truck companies, be cognizant of the potential needs for more water should the incident demand, and

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: ENGINE OPERATIONS  
**Topic:** Engine Company Operations  
Introduction

<b>Topic No:</b>	<b>2112.01</b>
<b>Date:</b>	<b>06-27-18</b>
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<b>Replaces:</b>	<b>Same, dated 03-22-11</b>

must also monitor their radio to remain aware of the actions occurring within the fire building itself.

The Firefighter/Officer assigned to the nozzle position must understand the impact and importance of their task. The ability to recognize the appropriate time and location to apply the correct stream into the fire environment is a skill that comes with time and experience. An example of this would be the application of the stream into the overhead (and over-heated) atmosphere to cool the unburned fuel (smoke) present to prevent rollover and flashover situations. The nozzle Firefighter must be vigilant to changing fire conditions and be prepared to act aggressively with the appropriate stream placement and hoseline positioning. The rest of the attack team must also be cognizant of changing conditions such as fire spread or structural weakness and be prepared to relay this information to the engine officer.

The back-up, or “Sampson” Firefighter, must be familiar with their respective engine to properly assist the officer with the initial hoseline stretch. In addition, the Sampson must be applied to the supply line to avoid flooding the hose-bed. This Firefighter is then charged with providing assistance to the officer who will be initiating the stretch and placement of the attack line. It is imperative that the utmost attention be paid to this initial stretch with regard to kinks and proper Firefighter spacing on the hose-line for efficient hose advancement. The experienced Firefighter will anticipate potential problems encountered at corners, doorways, and other obstacles during this advancement. It is imperative that the engine company members operating on a hoseline exercise discipline to not bunch up on the nozzle, but rather remain appropriately spaced out along the line to allow for the proper advancement of the hoseline throughout the fire building.

The Firefighter assigned to water supply must ensure that this task is completed in a timely and effective manner to quickly rejoin the rest of his/her company on the hoseline. If the water supply can not be established due to a bad hydrant, for example, this must be communicated immediately. In addition, the water supply Firefighter must be mindful of kinks in the supply hose which could severely hinder proper water flow at the incident. Kinks may be found at the hydrant due to the hydrant strap, under car tires or in the street on the way back to the engine. This Firefighter must exercise diligence and discipline to ensure the water supply is not compromised in any way. Once the water supply Firefighter has rejoined his/her crew, strict discipline must be exercised on the hoseline, assuming the necessary position at a corner or doorway for example, to help get the hoseline into place effectively and efficiently.

As mentioned, the Engine Company member holds a very challenging and dynamic position that requires a thorough understanding of the capabilities of their specific engine, including the different hose sizes and loads, nozzles, and all available tools found on that apparatus. A full and complete knowledge of the characteristics of the hose stream and the associated hydraulic theories are of prime importance in the study of the engine company member, as well as the appropriate techniques required to successfully get the initial hoseline in place as quickly and

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: ENGINE OPERATIONS  
**Topic:** Engine Company Operations  
Introduction

<b>Topic No:</b>	<b>2112.01</b>
<b>Date:</b>	<b>06-27-18</b>
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<b>Replaces:</b>	<b>Same, dated 03-22-11</b>

efficiently as possible. Pre-planning the different types of buildings found in their response area regarding hose stretches and connections is the finishing touch to a well-rounded engine crew. Each member of the engine company must understand the importance of their specific roles and the contributions that they make to the entire team. These concepts are all accomplished through strong leadership from the Engine Company officer that emphasizes the importance of a thoroughly trained and disciplined engine company with highly skilled Firefighters.

Keep in mind the following are guidelines only. They do not replace good judgment, common sense, or a good initial size-up upon arrival on scene. The Standard Operating Guidelines for Engine Operations have been categorized into major fire incident types for the ease of reference. However, as a company officer, do not allow yourself to fall into the routine of thinking that each fire that you respond to falls neatly into one of these categories. Every house fire, commercial building fire, car fire, or any of the myriad types of fires that you will respond to has its own unique circumstances that you must recognize to make good, sound decisions. The choices of water supply, hose size, hose length, nozzle selection, where you place your line, and the placement purpose are all decisions that **you** are going to make and be responsible for. Those decisions are often going to be dictated by what you see when you arrive. You will find that the fire, its location, size, and potential to grow will dictate most of your actions. Pay attention! **These guidelines do not replace your good judgment!**

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: ENGINE OPERATIONS

Topic: Engine Company Operations Definitions

Topic No:	2112.02
Date:	06-27-18
Approved:	CDIII
Review Date:	06-27-20
Replaces:	Same, dated 03-22-11

**PURPOSE:** To provide definitions for the Engine Company Operations Standard Operating Guidelines.

**SCOPE:** Applies to all members performing Engine company operations

**Backup Line:**

This is a line that is at least as long (or longer) as and has the capability of delivering the same gallons per minute or more as the primary attack line. This line will be charged with water, staffed by firefighters, and can be use in any number of ways:

- Providing additional water support (gpm) for the attack line – water delivery to seat of fire
- Providing support in the form of protecting egress for the attack or search teams – i.e. positioning this line at the top of a stairwell to prevent the fire from coming from behind crews operating there
- Providing water delivery in the form of exposure protection – this can be an inside or outside exposure

**Dual Reverse Lay:**

Dual reverse lays can be accomplished with two 3” supply lines laid from the attack engine, or multiverse or ladder/tower/truck back to the hydrant. The overall benefit is having the engine ‘going to work’ on the hydrant (this is imperative for adequate water supply for master stream applications). This technique can be used as a water supply system for a ground level master stream, ladder tower master stream, as well as water supply for a second engine involved in various fire attack measures. This system is also imperative for high-rise water supply operations.

**Forward Lay:**

The engine company establishes a water supply by making a connection to the fire hydrant utilizing the Humat valve. This Engine shall make connections using one or two 3” lines (depending on the structure) and drive the apparatus to a location at or near the fire building, being mindful not to obstruct truck operations.

**Going to Work on a Hydrant:**

This term applies to an engine working on a hydrant utilizing a 5” supply line. Some of the options for this source engine are:

- Pumping to an in-line engine in a relay set-up
- Pumping to an attack engine in a tandem set-up

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: ENGINE OPERATIONS

Topic: Engine Company Operations Definitions

Topic No:	2112.02
Date:	06-27-18
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Review Date:	06-27-20
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- Pumping through a supply line wyed-off to an attack line (reverse lay) Pumping to a portable master stream device (monitor, blitzfire)
- When fire attack engine is near (35') of the hydrant

**Humat Valve:**

A four-way hydrant valve that is designed to deliver an uninterrupted water supply via a forward lay. A subsequent engine can then *go to work* on this same hydrant and boost the pressure in the original 3" line laid by the attack engine or add another 3" supply line to the equation and increase the water delivery twofold.

**Master Stream Operations:**

Master streams can be used in an offensive, transitional, or defensive operation, provided no crews are operating in the interior of the structure where the master stream is directed. Any time a master stream is needed, a water supply must be set up with a minimum of two 3" lines or one 5" line. The engine supplying the master stream(s) must be set up to 'go to work on the hydrant' to maximize water delivery to the master stream device(s).

**Relay Pumping:**

The process of using two or more engines to move water through hoselines over a long distance by operating the engines in series.

Note: Pumping in relay is usually required any time the water source is located more than a few hundred feet from the fire. Relay pumping is nothing more than inserting fire pumps (engines) into supply lines at various intervals to counteract the effects of friction loss and/or an increase in elevation. Hose size and hydrant pressure are key factors to consider when deciding if a relay operation is needed.

Water discharged from the source engine is boosted and flows water through either two 3" lines (or more) or one 5" line to the inlet(s) of the next engine (inline engine or attack engine). A residual pressure of 20 – 80 psi is to be maintained between source engines and subsequent engines thereafter.

Source Engine: Engine at work on the hydrant utilizing 5" hose for supply from the hydrant and delivering water to the next engine via two (or more) 3" lines or one 5" line. This engine will be pumping in volume (parallel) to maximize water delivery to the next engine.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: ENGINE OPERATIONS

Topic: Engine Company Operations Definitions

Topic No:	2112.02
Date:	06-27-18
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In-Line Engine: Engine receiving water from the source engine and delivering water to another source engine or the attack engine via two (or more) 3” lines or one 5” line.

Attack Engine: Engine at or near the fire building receiving water from an in-line engine or source engine. This engine will be responsible for delivering water to multiple attack lines, a master stream device, or both. This engine will generally be in the pressure (series) setting, depending on the amount of water being delivered.

**Reverse Lay:**

A reverse lay can be utilized for an interior attack, master stream operations, or for additional supply needs. The engine will lay from the identified objective to the nearest hydrant to “go to work” at the hydrant.

**Safety Line:**

The purpose of the safety line is to have a readily available attack line at the point of entry for support, exposures, RIT operations, etc.

This line is pulled at a working fire and made ready to go at the same point of entry as the attack team. It will be left dry at or near the door until needed by responding crews. Generally, this line is pulled by the attack engine Engineer after the water supply has been established. It can also be pulled by the RIT team or 2<sup>nd</sup> engine crew.

**Tandem Pumping:**

A short relay operation in which the engine taking water from the supply source pumps into the intake of the second engine. The second engine boosts the pressure of the water even higher. This method is used when pressures higher than the capability of a single pump are required.

This method is commonly used when the attack pumper is located close enough to a hydrant for a forward lay yet needs to overcome friction loss problems which occur in either large sprinkler or standpipe systems or long hose lays.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: ENGINE OPERATIONS

Topic: Engine Company Operations Definitions

Topic No:	2112.02
Date:	06-27-18
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Tandem pumping is the method used by Denver Fire Department for all high-rise operations that involve pumping into a Fire Department connection.

The engine at the hydrant will utilize 5” supply and pump to the attack engine in volume ‘parallel.’ The attack engine will pump in either volume or pressure ‘series’ depending on the situation (high-rise, sprinklers, attack lines, master streams).

Standpipes/FDC – pressure

Sprinkler Connections – volume at 150 psi

**Water Supply Hose:**

Water supply hose shall be either 3” or 5”. This applies to all operations that include pumping to an FDC. Engine companies should not use 2-1/2” hose as a source of supply for delivering water via in-line pumping, to master streams, or to Fire Department connections.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: ENGINE OPERATIONS  
Topic: Engine Company Operations  
Humat Valve Use

Topic No:	2112.03
Date:	06-27-18
Approved:	CDIII
Review Date:	06-27-20
Replaces:	Same, dated 03-22-11

**USE OF THE HUMAT VALVE**

Any time an engine company is dispatched to a reported structure fire or an odor investigation with smoke and a forward or dual forward lay is performed, the Humat (hydrant) valve **shall** be used.

The Humat valve can provide a key advantage to the overall water supply needs of the incident. Humat valves are designed to assist within a forward lay scenario from the hydrant to the fire area. The key advantage for the using a Humat valve is to provide additional GPM's and to assist with boosting pressure without having to interrupt the initial water supply to the attack engine.

**SAFETY STRAP**

The safety strap shall be utilized to secure the hose line at the hydrant while the engine is laying the supply line(s). The safety strap shall be inspected daily to ensure the structural components are intact and that they have not been compromised by chemical erosion or normal wear.

**POSSIBLE CONSIDERATIONS FOR THE USE OF THE HUMAT VALVE**

- A. First engine secures a water supply with a single 3” supply line and Humat valve. The second engine goes to work on the same hydrant but does not engage the pumps. The second engine simply allows the water to ‘pass through’ the pumps as it is delivered to the first engine. This scenario may apply to a very strong hydrant at a fire that is not demanding many gpm (there have been instances of the second engine, just by placing the pumps in gear, to exceed what the first engine needs in terms of water – this scenario works well for those situations.) A second supply line is not laid between the engines.
- B. Same scenario as above, but now hand lines are operating off the first engine beyond what a single 3” line can give with straight hydrant pressure (also increasing gpm) being delivered to the first engine. The second engine engages the pumps and begins to increase pressure to the attack engine’s supply. This increase is sufficient to handle the water flow being asked for by the hand lines in service off the first engine. A second supply line is not laid between the engines but can be considered due to the increase in water demand and/or decreased hydrant capability.
- C. The third scenario utilizes dual supply lines. The first in attack engine lays two lines to the fire area. One line would be charged from the hydrant via the Humat valve while the other lay dry for future use by the second or subsequent engine company. The second or

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section:** OPERATIONS: ENGINE OPERATIONS  
**Topic:** Engine Company Operations  
Humat Valve Use

<b>Topic No:</b>	<b>2112.03</b>
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other subsequent engine company may conduct a reverse lay from the attack engine to the Humat valve or a hand stretch may be needed to complete the additional supply lines.

- D. Multiple supply lines can be laid between the attack engine and the supply engine, if a Siamese or multiple Siamese appliances are used on the attack engine's supply inlet.

Initially laying dual 3" supply lines in either a forward or reverse lay should be considered based on the size of the fire and type of building construction and the possibility that other responding apparatus may block future attempts for an engine to successfully lay additional lines. This congestion may cause the needed additional supply lines to be hand stretched to the area, thus delaying future water supply needs at a critical time in the incident.

These actions take much coordination from the engineers on the two engines involved. Both engineers must be attentive to radio traffic regarding fire attack and water needs. In-district training and a method of communication should be developed by all engine engineers to ensure a safe and effective water supply evolution.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: ENGINE OPERATIONS

Topic: Engine Company Operations at Grass,  
Weed Fires

Topic No:	2112.04
Date:	04-15-19
Approved:	CDIII
Review Date:	04-15-21
Replaces:	Same, dated 06-27-18

**PURPOSE:** To provide a guideline for Engine Company operations at grass/weed fires regarding life safety, property conservation, and incident stabilization.

**SCOPE:** Applies to all members performing Engine Company operations at grass/weed fires.

Although limited, history has demonstrated that the potential exists for rather devastating grass/weed fires within the City limits. The primary concern when confronting a grass/weed fire is the same as any fire – life safety and property conservation. Early recognition for the potential for fire spread, if any structures may be threatened, and whether the resources on scene can adequately mitigate the problem must be quickly determined by the first arriving officer. In addition, the request for additional resources, including DFD Wildland Engines and/or mutual aid, should be made early in the incident.

One of the first things to be considered when attacking a grass/weed fire is the flame lengths. Generally, flame lengths of four feet or less can be attacked from the head of the fire. When attacking from the head, the officer must be aware of fuels and wind conditions.

Prior to taking an engine off a hard surface, the engine officer, with coordination from the engineer, must ensure that the soil will support the weight of the apparatus. When applying water to the fire, consideration should be given to the use of a wetting agent that will help with penetration of dense fuels. This wetting agent can be applied in as low a concentration as 0.5%. A Pro Pak fire foam applicator with dish soap is a valuable tool in this scenario, if available.

If flame lengths are greater than four feet, the officer should find an anchor point and work from the burned side toward the head of the fire. This tactic will require a pump and roll apparatus if the distance to the head of the fire is farther than the length of a hose lay. The officer must ensure that the fire is completely extinguished. This may entail using shovels to separate the burned from the unburned fuels.

Self-contained breathing apparatus should not be worn unless conditions warrant. If wildland firefighting uniforms are available, they should be used. If structural bunkers are worn, the officer must closely monitor the crew for signs of heat injury.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: ENGINE OPERATIONS

Topic: Engine Company Operations – Parties Trapped, Extrication Response

Topic No:	2112.05
Date:	06-27-18
Approved:	CDIII
Review Date:	06-27-20
Replaces:	Same, dated 03-22-11

**PURPOSE:** To identify operational tactics for safe and efficient removal of parties trapped from a motor vehicle.

**SCOPE:** Applies to all Engine Company members operating at a parties trapped/extrication response.

**Parties Trapped / Extrication**

A. Rig Placement

Engines should park to allow access for incoming truck/tower/rescue companies and park in a manner that blocks the scene from oncoming traffic yet also allows close access for a handline stretch.

B. Water Supply

A sustainable water supply from a hydrant should be considered if needed. If laying a supply line, traffic considerations must be considered with regard to vehicles running over the hose and causing a rupture.

C. Fire Attack

The minimum line suitable for parties trapped/extrication is a charged 1-3/4” handline with a minimum 125 gpm fog nozzle – at the ready and staffed by a firefighter. This line should be one that has foam capabilities if coming off a rig with an on-board foam proportioner (pre-connected foam line). Due to unforeseen fuel leaks or other flammable hazards, having a foam stream ‘at the ready’ is paramount for a foam blanket and vapor suppression.

D. EMS

Members of the first due engine are responsible for initial triage and medical assessment. Following the initial size-up and patient assessment, the IC shall contact Dispatch and request additional resources, if needed.

E. Extrication

Physical extrication of patients should be well-coordinated between the engine and truck/rescue crews. Denver Fire Department is responsible for and in charge of all extrication activities. Once this has been completed, patient care is then turned over to on-scene ALS units for transport to a hospital.

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: OPERATIONS: ENGINE OPERATIONS**

**Topic: Engine Company Operations – Parties Trapped, Extrication Response**

<b>Topic No:</b>	<b>2112.05</b>
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If the extrication process will be lengthy, ALS members may be allowed access to the patient(s) for I.V. therapy and a quick assessment, if necessary. This activity will take place under the direct supervision of the on-scene IC.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: ENGINE OPERATIONS  
**Topic:** Engine Company Operations at Motor Vehicle Fires

<b>Topic No:</b>	<b>2112.06</b>
<b>Date:</b>	<b>06-27-18</b>
<b>Approved:</b>	<b>CDIII</b>
<b>Review Date:</b>	<b>06-27-20</b>
<b>Replaces:</b>	<b>Same, dated 03-22-11</b>

**PURPOSE:** To identify operational tactics for safe and efficient extinguishment of motor vehicle fires

**SCOPE:** Applies to all engine company members operating at a motor vehicle fire. Also included are members of truck/tower/heavy rescue companies that are dispatched to aid in the extinguishment, forcible entry, or search of these vehicles.

**Motor Vehicle Fires**

A. Fire Control Operations

A motor vehicle fire should be treated as a 'mini house' fire in the scope of duties to be performed by responding fire crews. Fire attack, forcible entry, primary search, and ventilation are all tasks that need to be performed by the arriving engine crew. Having members fully prepared to handle these duties by wearing PPE and SCBA will ensure a successful operation, with fire safety in mind.

The minimum level of protection for Firefighters is full protective clothing (PPE) while breathing air from an SCBA. While engaged in pump operations, the Engineer is not expected to wear full PPE. Officers have discretion as whether to wear PPE with SCBA, but if they are engaged in any firefighting efforts, PPE with SCBA shall be worn.

The minimum size hoseline for a working auto fire is the 1-3/4" handline with a constant gallonage fog nozzle capable of flowing a minimum of 125 gallons per minute (gpm). If using an on-board foam proportioning system (i.e. Pierce Engines), the previously recommended 95 gpm foam nozzle should be avoided as it will not produce an adequate foam stream.

B. Apparatus Placement

Apparatus should be placed upwind and uphill of the incident, if applicable, to afford protection from hazardous liquids and vapors, and to reduce smoke exposure for the Engineer.

Consideration should also be given to using the apparatus as a barrier to shield the incident from traffic hazards. Warning lights should be left operating with the use of traffic cones, if necessary. The use of road flares is discouraged due to the possibility of ignition of flammable vapors.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: ENGINE OPERATIONS  
Topic: Engine Company Operations at Motor Vehicle Fires

Topic No:	2112.06
Date:	06-27-18
Approved:	CDIII
Review Date:	06-27-20
Replaces:	Same, dated 03-22-11

C. Water Supply

If the water carried on the engine will not be sufficient for extinguishment, early consideration must be given to additional water supply sources. Securing a water supply (hydrant) is a viable option, provided one is available and traffic considerations coincide with a supply line being laid out. Another consideration is calling for an additional engine company, especially for auto fires on the highway/freeway, where hydrants are limited, or if the size of vehicle will demand more water for fire attack. There are highway/freeway standpipes and hydrants available for use, and these should be pre-planned, noted, and trained with for use by companies having them in their district.

D. Fire Attack

Where parties are trapped in the vehicle, water should be first applied to protect the patients and permit an effective rescue.

Due to the possibility of a fuel system leak or rupture, or in the event of an active fuel leak or fuel spill, the attack line of choice should be the 1-3/4" handline with a minimum of a 125gpm fog nozzle having the capability of immediately putting foam to work (pre-connected foam line).

If foam is used, the setting should be proportioned at the 6% foam discharge setting. This is the recommended setting for E85 Ethanol-based fuel and will work well for other types of vehicle fuel mixtures.

When rescue is not a factor, initial water should first be applied for several seconds to extinguish fire or cool down the area around any fuel tanks or fuel systems. This is especially important if the fuel tanks are Liquefied Petroleum Gas (LPG) or Liquid Natural Gas (LNG).

One member of the attack team, in full PPE with SCBA, must have forcible entry tools in his/her possession to provide prompt and safe entry into the vehicle.

E. Firefighter Approach

The attack approach to a vehicle fire should be one that avoids direct approach from the front of the vehicle and one that avoids close contact with any tire that is directly affected by fire. Some vehicles today have front bumpers that are attached by two shocks encases in a metal housing – known as *energy absorbing bumpers*. When heated by fire, these shocks will develop high pressures, heat up, and may explode, causing the front

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: ENGINE OPERATIONS  
**Topic:** Engine Company Operations at Motor Vehicle Fires

<b>Topic No:</b>	<b>2112.06</b>
<b>Date:</b>	<b>06-27-18</b>
<b>Approved:</b>	<b>CDIII</b>
<b>Review Date:</b>	<b>06-27-20</b>
<b>Replaces:</b>	<b>Same, dated 03-22-11</b>

bumper to become a projectile that may seriously injure a Firefighter. Bumper assemblies have been known to travel 25 feet. A tire or split rim that is in close contact to or being exposed to flame impingement may also become a projectile if overheated.

Sufficient cooling of these two areas with water is needed prior to engaging in any activity that may put Firefighters in their path (i.e. prying open the hood of the vehicle for engine access).

Of special consideration are the gas-filled struts, springs, cylinders, extending arms that hold the hood open and extend the rear hatch-back doors open. If overheated, these struts will also explode and become projectiles capable of serious bodily injury. Sufficiently cooling these struts with water will minimize the danger of explosion and subsequent release. To ensure personal safety, be sure to allow sufficient clearance when releasing latches.

F. Hybrid Vehicles

Most recent publications recommend treating a gas hybrid car fire much the same as a fuel-only-driven auto, with a few special considerations.

The tool of choice is copious amounts of water, which will both eliminate the radiant heat and cool the hybrid's metal battery box and the plastic cells inside the battery pack.

Hybrid vehicles by nature are extremely quiet when stopped and may appear to be off when, in fact, they are still running. Shutting the engine off and disconnecting the vehicle's 12-volt battery will minimize electrical and fuel-related hazards.

Hybrid cars have orange cables that designate high voltage. Avoid cutting or disconnecting these cables.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: ENGINE OPERATIONS  
**Topic:** Engine Company Operations at Single Family Dwellings

<b>Topic No:</b>	<b>2112.07</b>
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**PURPOSE:** To identify and safely Locate, Confine, and Extinguish (LCE) a fire in a single-family dwelling

**SCOPE:** Applies to members performing engine company operations at a single-family dwelling

**Residential Fire Operations – Engine Company**

The first arriving engine to a residential house fire will establish a water supply. If a forward lay is performed, a Humat valve shall be utilized.

The second arriving engine to a residential house fire will establish a secondary water supply or augment the first arriving engine by ‘going to work’ on their hydrant (Humat valve). If gaining a second water supply, this supply line should be laid to the rear of the residence. A Humat valve will also be used by this company.

It is strongly discouraged for the second engine to lay to the front of an address if there is already an attack engine at or near the front of the fire building, due to spotting considerations for the first and second due truck/tower companies. It would be more appropriate for this engine to go to work on the hydrant/Humat valve of the first attack engine.

If the second engine cannot lay to the rear (there is no alley), then this engine should augment the water supply of the first attack engine at the Humat valve.

The third arriving engine (if not pre-assigned as the RIT company) should consider going to the rear of the fire building or going to work on the attack engine’s Humat valve, if not already done. Fire conditions and I.C. discretion will dictate the best placement for this apparatus.

At a minimum, this third engine officer should be thinking of a second water supply or augmenting the water supply of the attack engine.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: ENGINE OPERATIONS  
**Topic:** Engine Company Operations at Multi-Family Dwellings

<b>Topic No:</b>	2112.08
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**PURPOSE:** To efficiently and safely Locate, Confine, and Extinguish (LCE) a fire in a multi-family dwelling

**SCOPE:** Applies to members performing engine company operations at fires in multi-family dwellings

Fires in multi-family dwellings present a wide range of unique challenges to the engine company. Multi-family dwellings cover an extremely wide range of buildings found within the City and County of Denver, ranging from triplexes to lofts to expansive apartment complexes. These may all be of different construction type, and all will certainly require different approaches with regard to firefighting efforts. The Engine Company officer must consider the need for water supply (including potential standpipe operations), potential rescue situations, initial handline placement, and apparatus placement. In addition, the layout of the apartment building or complex, the building construction type, and the time of day are considerations that should occur during the size-up by the engine officer. It should be noted that many of today's newer multi-family dwellings are older commercial occupancies, and considerations must be made for the differences in the approach to the diversity of these occupancies (see *Engine Company Operations at Commercial Buildings* SOG).

The first arriving Engine Company to a fire in a multi-family dwelling will either establish a water supply through a straight lay (utilizing the Humat valve), reverse lay, or make the appropriate connections to the building's FDC. A water supply should be established in such a way to anticipate water needs, based on the size and construction of the occupancy and the potential for fire spread. Based on size-up, this would include laying one or two 3" supply lines. If a straight (forward) lay or dual forward lay is performed, a Humat valve shall be utilized.

The responsibility of second arriving Engine Company to a fire in a multi-family dwelling will be to either establish a secondary water supply or augment the first arriving engine by 'going to work' on their hydrant utilizing the Humat valve. If the occupancy is standpipe equipped and the first arriving Engine Company has made the appropriate FDC connections, the second arriving Engine Company will need to complete the water supply through tandem pumping. If the occupancy is not standpipe equipped and the second arriving engine opts to establish a secondary water supply, this engine company should lay to a different area of the building than the first engine where their position will be advantageous to fire attack or support operations. Water supply guidelines shall also be followed by this engine company.

The third due assigned engine company (if not pre-assigned as the RIT company) should be proactively considering going to work at the hydrant of either the first or second arriving engine company or, if applicable, securing a second water supply and providing the use of their engine and handlines at a different location of the fire scene. Care must be exercised to avoid opposing

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: ENGINE OPERATIONS  
**Topic:** Engine Company Operations at Multi-Family Dwellings

<b>Topic No:</b>	<b>2112.08</b>
<b>Date:</b>	<b>06-27-18</b>
<b>Approved:</b>	<b>CDIII</b>
<b>Review Date:</b>	<b>06-27-20</b>
<b>Replaces:</b>	<b>Same, dated 03-22-11</b>

handlines. The best location for the third due engine should be coordinated through Command upon arrival at the incident.

For obvious reasons, certain variances with unique apartment complexes and individual buildings throughout the City may dictate a different approach to the initial engine company operations. Variations from these guidelines must be communicated to incoming companies to allow them to adapt appropriately, especially to second and third due engine companies for subsequent water supply considerations.

Handline selection and placement is often a very dynamic decision-making process, based on the size and type of occupancy and amount of fire involvement. Engine members getting the nozzle to the seat of the fire for extinguishment may save more lives than effecting early time-consuming. If rescues are in progress, the first handline may be deployed to protect egress of potential fire victims. This would include interior stairways, hallways, and common doors that may be used by civilians and firefighters for escape.

As previously mentioned, if the building is equipped with a standpipe, connections should be made to the FDC. However, if the fire is on the first floor or a lower floor, or the standpipe has proved itself inoperable, consideration should be given to an alternate method of getting a handline in place. The best method for this may be for a handline to be stretched into the front, side, or back entrance and directly to the fire room. Certain situations may dictate that the handline be taken up stairs or up the exterior of the building. An example of this situation would be a low-rise apartment building, where no standpipes are available or deemed unreliable by previous experience or pre-planning. A fire on an upper floor may necessitate that the line be brought up the exterior of the building, possibly into a neighboring apartment, over a balcony, or through a window. This may be done via ladders or by dropping a utility rope and pulling the uncharged handline up and into position. Interior stairwells may allow for a well-hole stretch. It should be noted that whenever hose is stretched vertically, it should be secured so as not to stress the coupling connections and to not allow the dry hoseline to fall back down once it is charged with water. These situations are best executed when the engine company has preplanned and made themselves familiar with unique characteristics found in their first in occupancies.

**Apparatus Placement**

Apparatus placement will set the stage for successful operations by allowing incoming truck and tower companies access to the building for rescues and potential elevated master stream use. Many apartment complexes in the City have limited access to the buildings, and preplanning and forethought are required to allow for appropriate apparatus placement.

Throughout the City, one may find a varied collection of differing types of multi-family dwellings. They can be composed of any of the five construction types, dictating potential differences in the strategies and tactics implemented at the fire scene. Engine companies should

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section:** OPERATIONS: ENGINE OPERATIONS  
**Topic:** Engine Company Operations at Multi-Family Dwellings

<b>Topic No:</b>	<b>2112.08</b>
<b>Date:</b>	<b>06-27-18</b>
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use every possible opportunity to familiarize themselves with the buildings in their areas, paying close attention to FDCs, hydrant location, and the construction types.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: ENGINE OPERATIONS  
**Topic:** Engine Company Operations at Commercial Buildings

<b>Topic No:</b>	<b>2112.09</b>
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**PURPOSE:** To efficiently and safely Locate, Confine, and Extinguish (LCE) a fire in a commercial building

**SCOPE:** Applies to members performing Engine company operations at commercial building fires

**Commercial Fire Operations – Engine Company**

It must be recognized that there are dramatic and significant differences in size, type, and construction of commercial structures. Therefore, the water supply decisions of the first second and third due engines will set the stage for a successful fire attack operation. Engine companies must recognize the increased fire load (greater BTUs) presented by a commercial building and make early water supply decisions that will be sufficient to supply multiple handlines, tower/ladder monitors, or ground monitors, if necessary. Laying a single 3” supply line to a large commercial structure will not be sufficient if additional water is immediately needed. There will then be a delay in the fire-fight as companies regroup to set up a larger water supply as the incident progresses. Be cognizant of the potential fuel load these buildings have to offer and be ready for it!

The commercial structures that are typically found in the downtown area and central portions of the City of Denver (the City) have much smaller areas and construction is either ordinary or heavy timber. Newer commercial structures have extremely larger areas and are of pre-stress slab construction. Other buildings discussed here are found throughout the City and will pose water supply and fire attack issues due to their size and layout.

**If the building is equipped with a sprinkler system, immediate augmentation of these systems will be required.**

A. Apparatus Placement

Engine placement should be based on three agendas:

1. The engine must be out of the way for arriving truck/tower companies. Good aerial ladder placement is a must at these buildings, and every effort should be afforded the truck/tower to spot as close to the building as possible. *“I can stretch a line but I can’t stretch a ladder”* is a quote that directly applies to this concept.
2. Rigs should be out of any collapse zone hazards.
3. The engine should be close enough to stretch attack lines into the building.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: ENGINE OPERATIONS  
Topic: Engine Company Operations at Commercial Buildings

Topic No:	2112.09
Date:	06-27-18
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Review Date:	06-27-20
Replaces:	Same, dated 03-22-11

B. Communication

Communication between engine officers with regard to water supply activities is paramount to a successful operation at commercial buildings. For example, stating where hydrants are, whether a reverse or dual reverse is needed, and whether you have laid in or not are all things that need to be expressed for a successful water supply evolution.

C. Water Supply

Every commercial building poses different water supply problems. Engine officers will need to think ‘outside the box’ in terms of water supply. A dual forward lay may not be appropriate in a massive warehouse or school. Utilizing a Recon Group to locate the fire, then communicating the need for a dual reverse lay from the second due engine may be the appropriate tactic. Due to relatively longer lays and an increased need for water because of building size, early care must be taken with regard to an efficient water delivery system. Engines communicating their needs and actions will make this operation successful.

D. Traditional Style Commercial Buildings

Every effort should be made to lay two 3” lines to a traditional style commercial building by the first arriving engine company. If the building has a sprinkler system, every attempt should be made to augment it while the initial fire attack is started. Fire attack, due to materials involved and size of structure, should be made with the appropriate handline unless a large volume of fire dictates a ground master stream. Most traditional style commercial buildings are conducive to reasonable handline stretches (300’ or less).

It must be recognized by the first arriving engine officer that entry to the fire area may not be through the so-called “front entrance” where the office area is usually located. Typically, these buildings have office areas in front, and making the stretch from this point cumbersome a slow and could hinder the fire attack. Entry through the actual warehouse (man-door or large roll-up door) may be more beneficial.

*Special Consideration:*

A truck/tower company using a tag-line system may have to do initial reconnaissance to locate the fire prior to hose lines entering the structure. This will save much needed time and energy by avoiding stretching an attack line to the wrong location.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: ENGINE OPERATIONS  
**Topic:** Engine Company Operations at Commercial Buildings

<b>Topic No:</b>	<b>2112.09</b>
<b>Date:</b>	<b>06-27-18</b>
<b>Approved:</b>	<b>CDIII</b>
<b>Review Date:</b>	<b>06-27-20</b>
<b>Replaces:</b>	<b>Same, dated 03-22-11</b>

E. Buildings with Tilt Up Concrete Slab Walls and Lightweight Construction Roofs

Once the fire area has been discovered, communication must be made with the engine officer to get an exact location for access with the rig and an attack line. Hydrant lays to certain points of these buildings may be in excess of one thousand feet. These types of distances are not conducive to a good water supply, especially when considering a single straight lay without hydrant augmentation by a second engine. The closest possible hydrant must be considered to establish a good water supply that may eventually involve master streams or, at the very least, multiple 2-1/2" handlines.

First arriving engine officers must consider how long it is going to be before they will benefit from the added help (in pumping) from another engine company. This is crucially important when considering a long straight lay. Extended straight single lines will not give adequate water supply for an initial fire attack; therefore, this engine must consider the reverse lay or double reverse lay to get the engine to the hydrant and maximize the water delivery. Working on a hydrant is the most efficient place for an engine. The sprinkler system can also be augmented from this engine using this method.

It has been noted that many tilt up concrete slab with lightweight truss buildings have standpipe systems. This is incorrect; they are not standpipe systems but are small hose connections (1-1/2 outlets piped into the sprinkler system) that are only meant to be used for "clean up" or overhaul lines. These small hose connections are not placed in a uniform manner within structures and are not required in all occupancies. Also, these connections are not required to be located near an exit as is required for standpipe connections. Due to all these variables, small hose connections shall not be used to supply an attack line.

*Special Consideration:*

Engine officers must recognize the need for immediate ground level master streams versus handlines in the fire attack due to the volume of fire present. This method can be most easily accomplished with the engine at the hydrant.

*To be Noted:*

Engine officers should always consider varying methods of water delivery to a commercial building. A straight lay with one 3" line is a risky venture



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: ENGINE OPERATIONS  
**Topic:** Engine Company Operations at Commercial Buildings

<b>Topic No:</b>	<b>2112.09</b>
<b>Date:</b>	<b>06-27-18</b>
<b>Approved:</b>	<b>CDIII</b>
<b>Review Date:</b>	<b>06-27-20</b>
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given the fuel load and excessive friction losses with potentially long supply and attack line stretches. Ground level master streams are an excellent tool for delivering large quantities of water to the upper areas of most commercial buildings. This method can only be accomplished with an engine at the hydrant delivering water to the master stream via two 3” lines or one 5” supply line.

Radio traffic between engineers working at these incidents tend to be heavy. Consideration be the IC should be given to putting the engineers on the Engineer Tac Channel.

F. Schools/Churches

Coordination between engine officers is important at these buildings. Many standpipe systems in schools may not work, as they may only supply certain portions of the building or may only supply the sprinkler system. Engine companies should consider investigating the fire to find the best location for apparatus placement (this may not be at the front of the building). A second engine may have to lay a dual reverse supply line to the attack engine. The attack crew may then have to make its own standpipe system utilizing 2-1/2” as a supply from the engine. The high-rise backpacks are an excellent choice for an attack line here as they are portable and can be carried to a location near the engine-made supply, then stretched to the seat of the fire.

The high-rise hose packs can also be dropped from an upper floor to a waiting supply line and be put to immediate use in a fire attack. If the high-rise backpacks are not used, dropping a rope from an upper floor and hoisting sufficient hose into play will work.

Consideration will have to be given to supplying the sprinkler system if one is present. Understanding the building and its water systems through pre-plans will help to address this issue.

G. Lightweight Constructed Buildings

Lightweight constructed buildings (i.e. strip malls, stand-alone fast food restaurants) pose a serious hazard in their construction make-up. Lightweight constructed supporting members can fail in less than four minutes when exposed to fire and the HVAC systems are usually located on the roofs of these structures. Early identification of a content fire verse a structure fire is imperative. The engine company should be prepared in



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: ENGINE OPERATIONS  
**Topic:** Engine Company Operations at Commercial Buildings

<b>Topic No:</b>	<b>2112.09</b>
<b>Date:</b>	<b>06-27-18</b>
<b>Approved:</b>	<b><i>CDIII</i></b>
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the case of a content fire to mount an aggressive interior fire attack, with the focus being water application on these supporting structural members.

Water supply is paramount and 2 – 3” lines should be considered as a minimum for the attack engine, with the second engine augmenting the attack engine by ‘going to work’ on the attack engine’s hydrant.

Line selection is paramount – heavy fuel load must be considered!

2-1/2” handlines and/or ground monitors should be considered based on fuel load, fire conditions, and location of fire. Once inside the building, opening up the ceiling with a solid/straight stream to cool the upper supporting members and also to stop fire travel is an excellent tactic due to relatively little roof compartmentation in these buildings.

If heavy fire is present upon arrival in one business, exposure protection to the adjacent or connected businesses may be more important. Gaining access to the exposure businesses and opening up the ceiling (truck crew) with a hoseline at the ready to cool the ceiling members will stop fire spread beyond the primary fire area.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: ENGINE OPERATIONS  
**Topic:** Engine Company Operations – 5-inch Water Supply

<b>Topic No:</b>	<b>2112.10</b>
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**PURPOSE:** To provide, through the correct placement and operation of the 5-inch engine, large amounts of water (in excess of 1,000 gpm) for master stream application

**SCOPE:** Applies to all members working on a 5-inch engine company performing large water operations through the use of 5-inch hose

**I. MULTIPLE ALARM WATER SUPPLY OPERATIONS FOR 5-INCH ENGINE COMPANIES**

The Denver Fire Department Incident Response Matrix includes the response of two 5-inch engines and one ladder tower to every multiple alarm fire. When used effectively, 5-inch engine companies can provide up to 2000 gallons per minute for water supply to master streams. Often, they will use hydrants that will be more remote from the incident than those hydrants being used by the first responding engines. The reason for this is twofold. First, most of the close-in hydrants will likely have already been secured by first alarm engine companies. Second, and most importantly, the 5-inch engine company should attempt to locate and use a hydrant that is on a large water main. The reason for this is to maximize the amount of water that can be delivered from this large main, using 5-inch hose, to the master streams that are operating on the fire scene. Radio traffic is generally heavy at these incidents and engineers will add to this traffic when coordinating water supply. Engineers should consider utilizing the Engineer TAC channel as approved by the IC.

**II. FIRST ARRIVING 5-INCH ENGINE**

While responding to a multi-alarm fire, the officer and crew on the responding 5-inch engine company should attempt to gain a mental picture of the following important items:

- A. Location of master stream(s) to be supplied
- B. Hydrants already in use by first arriving engines
- C. Location of closest large water main

Once the master stream location is determined, the 5-inch engine should reverse lay their 5-inch hose from the master stream (ladder tower, ladder, or engine supplying a particular master stream device) to the hydrant that has been selected and *'Go to Work at the Hydrant.'*

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: ENGINE OPERATIONS  
**Topic:** Engine Company Operations – 5-inch Water Supply

<b>Topic No:</b>	<b>2112.10</b>
<b>Date:</b>	<b>06-27-18</b>
<b>Approved:</b>	<b>CDIII</b>
<b>Review Date:</b>	<b>06-27-20</b>
<b>Replaces:</b>	<b>Same, dated 11-25-16</b>

Often it might be necessary to spot your engine at the hydrant and hand drag the 5-inch hose to the master stream. This can be highly beneficial at building complexes or incidents that have poor vehicle access.

**III. SECOND ARRIVING 5-INCH ENGINE**

If the master stream is a ladder tower, it should be noted that there is approximately 100 pounds of friction loss in the water pipe alone. Straight ladders with no tower have 60-plus pounds of friction loss. This, added to the 80 pounds of nozzle pressure plus any head pressure, might make it necessary to put the second arriving 5-inch company right next to the ladder tower or ladder to receive the water from the 5-inch company at the hydrant and then augment the pressure and relay pump into the master stream.

The Incident Commander might prefer that the second arriving 5-inch engine be used to supply another, more remote master stream. This engine company should then simply follow the same operation outlined for the first arriving 5-inch engine.

To be Noted:

For engines with electronic pressure governors: the engine working on the hydrant should have their electronic governor set in the RPM mode, and engines supplying the ladder tower should have their electronic governor set to PSI.

Only 5” hose that has been properly tested at pressure during annual hose testing shall be utilized when supplying water.

All 5-inch engines should make every attempt to pay close attention to their radios and firehouse monitors when large structure fires are in progress, this might give them a better idea as to which hydrants are already in use and location of master streams.

Fire Dispatchers should also give 5-inch engines a “heads up” on the telephone when they suspect that a structure fire is advancing toward a multiple alarm fire. 5-inch engine companies can then start to ‘pre-plan’ a particular incident with regard to water supply. This is especially beneficial at night.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: ENGINE OPERATIONS

Topic: FOAM OPERATIONS

Topic No:	2112.11
Date:	04-15-19
Approved:	CDIII
Review Date:	04-15-21
Replaces:	Same, dated 10-12-11 (was named AFFF/ATC Foam)

**PURPOSE:** This procedure will establish a standard guideline for the response to the report of a fuel spill or fire involving fuel spills on hydrocarbons & polar solvents. This procedure will also detail the use of wetting agents on class A type fires. Firefighters must be knowledgeable and demonstrate competence on the types of foam carried by the Denver Fire Department knowing when to use each type.

**SCOPE:** Fire-fighting foam is an aggregate of air-filled bubbles formed from aqueous solutions and is lower in density than flammable liquids. It is used primarily to form a cohesive floating blanket on flammable and combustible liquids and prevents or extinguishes fire by suppressing formation of flammable vapors. It has the property of adhering to surfaces, which provides a degree of exposure protection from adjacent fires. Foam can be used as a fire prevention, control, or extinguishing agent for flammable liquid hazards. A wetting agent is a concentrate that when added to water reduces its surface tension and increases its ability to penetrate and spread. There is a significant difference between the uses of these two resources.

**DEFINITIONS:**

**Alcohol-Resistant Foam Concentrate (AFFF)** – The foam formed acts as a barrier both to exclude air or oxygen and to develop an aqueous film on the fuel surface that can suppress the evolution of fuel vapors.

**AFFF/ATC (AR-AFFF):** A synthetic foam-forming liquid designed for protection of water-soluble polar solvents and water insoluble hydrocarbon flammable liquids.

**Class A Fire** – A fire in ordinary combustible materials, such as wood, cloth, paper, rubber, and many plastics.

**Class B Fire** – A fire in flammable liquids, combustible liquids, petroleum greases, tars, oils, oil-based paints, solvents, lacquers, alcohols, and flammable gases.

**Combustible Liquid** - Any liquid that has a flash point at or above 37.8°C (100°F).

**Concentration** – The type of foam concentrate used determines the percentage of concentration required. For example, a 3 percent foam concentrate is mixed in the ratio of 97 parts water to 3 parts foam concentrate to make foam solution.

**Eductor** – A device that uses the Venturi principle to introduce a proportionate quantity of foam concentrate into a water stream.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: ENGINE OPERATIONS

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**Flammable Liquid** – Any liquid that has a closed-cup flash point below 37.8°C (100°F).

**Foam Concentrate** – A concentrated liquid foaming agent as received from the manufacturer.

**Foam Solution** – a homogeneous mixture of water and foam concentrate in the correct proportions. Foam solution shall be considered to have the same hydraulic characteristics as water.

**Foam Concentrate Consumption Rate** – The consumption rates shall be based on the percentage concentrate used in the calculation (e.g. 3% for hydrocarbon fuels or 6% for polar solvents).

**Foam Proportioner** – this device consists of an eductor installed in a bypass line between the discharge and suction of a water pump. A small portion of the discharge of the pump flows through this eductor and draws the required quantity of air foam concentrate from a tank, delivering the mixture to the pump suction. Variable capacity can be secured using a manually controlled metering valve.

**Hydrocarbon** – Flammable liquids, such as gasoline or fuel oil, which do not mix with water.

**In-Line Eductor** – This eductor is used for installation in a hose line, usually at some distance from the nozzle, as a means of drafting air foam concentrate from a container.

**Polar Solvent** – A material that is soluble with water, such as ethanol, acetone, methyl ethyl ketone, etc.

**Wetting Agent** – This type of agent is very similar to Class “A” Foam with regard to increasing wetting effectiveness of the water but does not have the foaming abilities.

**Quantity and Types of Foam used on the Denver Fire Department in the Operations Division:**

- **AR-AFFF** – 3%-6% type of Class B fluorinated foam concentrate is designed to be used at the 3% application rate when used on a standard hydrocarbon fuel fire and 6% when used on a polar solvent/alcohol fuel.
- **Training Foam** – 1% non-fluorinated foam concentrate carried at the Denver Fire Academy to simulate training with Class B foam carried at the Denver Fire Academy as needed.
- **Wetting Agent** – Dish soap provided for use by the Denver Fire Department Warehouse for use in the firehouse for washing dishes will also be used as a Class A

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: ENGINE OPERATIONS

Topic: FOAM OPERATIONS

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foam substitute for use as a wetting agent in the Pro-Pak and Fire Extinguisher (Light Water). This soap will not generate a foam blanket but will help penetrate class A fuels and non-water-soluble Class B combustibles to make extinguishment easier on dense materials.

The amount of Class B foam carried on Engines designated as foam rigs will be six (6) 5-gallon buckets (30 gallons) carried in the foam tank. No extra buckets of foam are necessary to be carried on the engine or in the firehouse.

Any extra foam needed on an emergency incident can be brought in by adding another Engine to the incident or by calling Station 6 to respond to the incident to bring extra foam carried on a spare warehouse truck with call sign **Foam 1**. After any incident where Class B foam is used, Station 6 can be contacted to send replacement Class B foam to the firehouse or scene. Station 6 will also carry eductors and nozzles for use on large spills and/or fires.

**Foam Application Rates**

- **Hydrocarbon (Gasoline)** – The application rate is **0.10 gpm/sqft** at 3% foam concentration.
- **Polar Solvents (Acetone, Ethanol)** The application rate is **0.20 gpm/sqft** at 6% foam concentration.

**Foam Application Rates Calculated**

1. Determine Area of Hazard (sqft)
2. Chooses appropriate Foam Application Rate
3. Foam Application Rate x Area = GPM of Foam Solution needed
4. Foam Solution GPM x % used = Concentrate GPM
5. Concentrate GPM x Time (minutes) = Total Concentrate needed
  - a. **Storage Tanks** – recommend 60 minutes of flow time
  - b. **Spills** – recommend 15 minutes of flow time

**Hydrocarbon Fuel Example**

- Determine Area of Hazard = 3000 sqft
- Foam Application Rate = 0.10 GPM
- Foam Application Rate x Area = 300 GPM of Foam Solution needed
- 300 GPM of Foam Solution x 3% Used = 9 GPM Concentrate
- 9 x 15 minutes application time = 135 gals needed

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: ENGINE OPERATIONS

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**Polar Fuel Example** – use 0.20 GPM as foam application rate and 270 gallons of foam would be needed.

These calculation examples are based on a spill area of 75' x 40'

Based upon the 75' x 40' spill footprint you would need 135 gallons of 3% foam concentrate would be needed. If we assume every gallon of 3% foam concentrate requires 97 gallons of water, we can see that we would also need 13,095 gallons of water (97 x 135) to maintain the recommended 15-minute application period on a hydrocarbon fuel spill.

**Safety Precaution when using foam:**

- Use all protective clothing and equipment on all foam incidents including helmet, bunting coat and pants, boots, gloves, SBCA and hood. Always avoid breathing vapors and keep upwind, if possible.
- Environmental concerns are important to note, they include:
  - Contamination of surface water
  - Contamination of ground water.

**Procedures for using Class B foam with on-board foam proportioner**

If the apparatus is provided with a foam proportioning system, the following procedures are to be used for foam operations:

**Foam Start Up Operations**

1. Set metering dial to desired percentage.
2. Slowly open water valve.
3. Slowly open eductor valve.
4. Slowly open foam valve.
5. Set pump discharge pressure at 200 psi.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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**Foam Shut down and system flush procedures**

1. Close all foam supply valves.
2. Reduce pump discharge pressure to 100 psi (nozzle must be open to reduce pressure).
3. Slowly open flush valve.
4. Maintain 100 psi pump pressure and run flush until foam is no longer present. Rotate metering dial while flushing.
5. Stop pump and close all valves.

The proper line suitable for foam operations coming off a rig with an on-board foam proportioner (pre-connected foam line) is a charged 1-3/4" handline with a minimum 125 gpm fog nozzle.

**WARNINGS** per Operating Manual.

1. Do not operate inlet to eductor over 250 psi
2. Do not throttle any valves in the eductor circuit. They must be fully opened and closed.

**Procedures for using Class B foam with in-line eductor**

1. Establish water supply line where possible and spot Engine at desired location for attack (up wind and uphill, if possible.)
2. Size up the incident to determine the quantity of foam and the type of foam needed by using the following rule of thumb:
  - a. Polar solvents (acetone, ethanol): 5-gallons of AR-AFFF set at 6% for polar solvents will cover 400 square feet. For oxygenated fuels, up to 30% additive or hydrocarbon 3% setting on meter valve will cover 800 square feet. The general rule of thumb for foam depth is 1/2 to 1 inch.
3. If the Incident Commander does not have the resources available to handle the incident, he or she should call for help and reevaluate the situation. If it is determined that the necessary resources are available to control the situation, this procedure should be continued.
4. Make hook up of eductor. The eductor can be mounted directly to pumper outlet or extended as needed with a 2-1/2" or 3" hose line from the pump panel to the eductor position.
5. Metering valve should be set at the correct percentage according to the type of fuel involved.
6. Pull the desired length of hose and make connections to the eductor.
  - a. The length of attack line can be up to 300 feet of 1 3/4 inch hose from the eductor to the incident scene.
7. Select the proper nozzle according to GPM flow. The nozzle and eductor must be rated at the same flow for maximum performance. However, in all cases, the nozzle flow setting must not be less than the eductor. Currently, all in-line eductors flow at 95 GPM.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: ENGINE OPERATIONS

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8. Unload Class B buckets of AR-AFFF from the truck.
9. Put the pump into operation, 200 psi must be maintained at the eductor.
  - a. The eductors are designed to work at 200 psi inlet pressure for maximum effectiveness. At 200 psi, the mixture percentage will be as shown on the metering dial. The eductors can siphon foam concentrate at pressures between 50 and 200 psi, but at lower pressures the flow of water will be less with the same amount of foam concentrate. This means the percentage of concentrate will be higher than shown on the metering dial since the flow out of the eductor will be reduced at lower inlet pressures.
  - b. The eductor siphon tube is placed in the first can. All caps should be removed from other cans at the same time for quick transfer of the siphon tube as the contents of the foam cans are removed.
10. Makes sure no kinks are in the attack line and check to see that the nozzle bale is in the fully open position.
11. Direct the foam application, through one or more of the following methods:
  - a. Indirect application: splashing foam off a vertical surface is an efficient means of application.
  - b. Bounce and roll the foam onto the fire from the front to control a spreading surface fire.
  - c. Raining the foam in on a high soft arch. The AR-AFFF should be continuously applied even after extinguishment, until that entire fuel surface is covered by a visible foam blanket, especially when firefighters must enter the spill area.
12. General Instructions regarding the foam blanket:
  - a. The foam blanket should be white in color. Reapply often to maintain the color.
  - b. The foam blanket should be reapplied every five to ten minutes to assure vapor suppression. Check the color of the foam blanket to make sure it is white. If the color turns brown, reapplication of foam to the area is necessary.
13. Before returning to service, thoroughly flush the entire foam piping system, appliances, and outlets until evidence of foam is no longer visible. The flushing process should be done to prevent clogging and associated problems with foam proportioning and discharge equipment to ensure residual foam concentrate has been eliminated.

**Checklist for finding problems with using the in-line eductor to flow class B foam**

The inability to properly proportion foam concentrate may be the result of one or more of the following:

1. Mismatched eductor/nozzle combination
2. Partially closed nozzle
3. Clogged nozzle

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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4. Hose lay too long
5. Metering valve closed
6. Nozzle elevated too high above eductor
7. Equipment clogged with dried foam
8. Ball check valve stuck
9. Plugged screen
10. Kink in hose

### Cold Weather Operations with Class B Foam

The AR-AFFF concentrate that the Denver Fire Department is using is good at temperatures of 25 degrees Fahrenheit to 120 degrees Fahrenheit. Below 25 degrees, the concentrate is too thick to siphon, and over 120 degrees the concentrate is too thin to siphon.

#### Possible Solution:

If the temperature is below 25 degrees Fahrenheit, put one or more sections of hose on the ground near the exhaust pipe of the pumper using caution not to melt the plastic cans. Next put the five-gallon AR-AFFF container on the hose. The exhaust will help keep the AFFF warm and ready for use. Also, you might cover the AR-AFFF cans with a tarp to hold in the heat.

#### Problems on your Eductor:

There is a small brass ball check valve in the eductor. If any moisture is in this valve, it can freeze to the seat and cut off the AR-AFFF.

#### Solution:

Try to keep the eductor warm until the last minute before using.

### Foam Pro-Paks:

The Denver Fire Department carries (1) Pro-Pak on every Engine with a 2.5 gallon reservoir. This tool should only be used for small class A type fires. The Pro-Pak will only carry dish soap in the reservoir and not class B foam.

#### Steps for using a Foam Pro-Pak:

1. Select the nozzle.
2. Connect the Hose & Nozzle
3. Fill the tank with pink soap
4. Set the foam concentration
5. Control the flow to get the proper foam quality

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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**“Light Water” Fire Extinguishers:**

Steps for filling the “Light Water” Fire Extinguisher:

1. Fill the extinguisher with up to 2.5 gallons of water.
2. Pour in 2-4 ounces of dish soap. Each capful is estimated to be around 2 ounces of soap.  
**“More soap does not guarantee you will see more suds when using extinguisher.”**
3. Screw the top back on the extinguisher.
4. Fill with air up to 100 psi.

**Training with Class B Foam is PROHIBITED**

It is a violation of state and federal law to discharge pollutants into the gutter and storm drains. These pollutants flow directly to the South Platte River, Cherry Creek, or other surface waters without benefit of any treatment or containment, and thus can have both chronic and acute impacts to water quality, aquatic life, and human health.

Training with Class B Fluorinated foam is strictly prohibited in the Denver Fire Department.

1. All training exercises will be conducted at the Denver Fire Academy with non-fluorinated training foam.
2. Any maintenance, testing or cleaning of equipment that uses Class B fluorinated foam must be done at the Repair Shop in the chemical containment area where runoff can be contained.

**Documentation of Class B Foam usage:**

Any time Class B foam is used on an incident the Incident Commander should send an email to the Assistant Chief of Special Operations with the following details with a copy to Station 6 to replenish the foam:

- Date
- Location of Incident
- Incident Number
- Station/Rig that used the foam
- Estimated number of gallons of Class B foam used on the emergency

**REFERENCES:**

- NFPA Standard 10 – Standard for Portable Fire Extinguishers
- NFPA Standard 11 – Standard for Low, Medium, and High Expansion Foam
- NFPA Standard 18 – Standard on Wetting Agents
- NFPA Standard 1901 – Standards for Industrial Foam Trucks

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: TRUCK OPERATIONS

Topic: Truck Company Operations at Single Family Residential, Multifamily and Mixed-Use Occupancy Fires

Topic No:	2113.01
Date:	09-09-2021
Approved:	<i>RM</i>
Review Date:	09-09-2024
Replaces:	Same, dated 02-07-19; 2113.02 and 2113.03

**PURPOSE:** To provide a procedural overview for the first and second arriving truck or rescue company.

**SCOPE:** Applies to all Denver Fire Department personnel functioning in an operational capacity at a residential fire. Conditions encountered and life safety issues may dictate that members change order of priorities.

**I. OPERATIONS**

**Initial Radio Report**

1. Announce arrival on scene (correct address)
2. Building/Area description
3. Describe the problem and location
4. Command Mode of Operation
5. Declaration of strategy
6. Resource determination

**Flow Path** consideration is paramount prior to the commencement of any forcible entry, ventilation, or fire suppression tactic. All ventilation tactics shall be coordinated and approved by the Incident Commander (IC).

Flow path is the movement of heat and smoke from the higher pressure within the fire area toward the lower-pressure areas accessible by doors, window openings, and roof structures.

- Controlling doors during forcible entry will restrict the amount of oxygen to the fire.
- Coordinated fire attack with ventilation tactics will decrease the risk of adverse flow paths.
- Wind speeds as low as 5 mph can severely impact fire behavior.

**II. TRUCK COMPANY PRIORITIES**

1. Initial radio report and establish command
2. Rig placement
3. Primary search and rescue (i.e., primary search, VES, rope assisted search)
4. Forcible entry needs for initial attack line
5. Laddering building for entry/egress
6. Ventilation

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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7. Utility control
8. Contain and control fire
9. Check for extension of fire
10. Secondary Search
11. Salvage and overhaul

### III. ROLES OF THE FIRST IN TRUCK

#### A. Officer

If no Chief Officer is on scene, the Officer will give initial radio report, establish Incident Command, and build the command structure as the situation dictates and as available resources allow.

#### Tactical Assignments:

- Rig placement and assignment for other responding apparatus
- Assign search and rescue tasks (i.e., primary search, VES, rope assisted)
- Assign primary fire attack line
- Assign a back-up line to protect main areas of egress
- Assign exposure protection line
- Ground ladder placement for means of **entry/egress**
- Address and coordinate ventilation needs
- Request additional resources
- Establish groups/divisions as necessary

#### B. Engineer

- Rig placement for maximum aerial scrub area
- May need to deploy aerial ladder
- Check for the presence of a basement and report pertinent conditions to IC
- Place ground ladder for 2<sup>nd</sup> means of egress
- Report to IC on conditions and hazards present on exterior survey
- Force and control Charlie side door (condition dependent)
- Utility control
- Report to IC for further assignments

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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**C. Firefighters**

- Search for victims – concentrate efforts in paths of egress and areas of concern (VES vs. standard search)
- Force entry for primary attack line (control the door)
- Report the location of the fire
- Report findings of the primary search to IC (victims, fire, and hazards)
- Contain and control fire
- Ventilation as assigned
- Post control overhaul and salvage

**IV. SECOND IN TRUCK or RESCUE COMPANY PRIORITIES**

- Ladder building for entry/egress
- Search Operations
  - Floor above, top floor (multistory)
  - VES
- Vertical ventilation (vent for life/fire)
- Remove potential hazards
- Check for extension of fire
- Post fire control ventilation
- Completion of secondary search (after post control ventilation)
- Post control overall and salvage operations

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: TRUCK OPERATIONS  
**Topic:** Truck Company Operations at Multiple Family Dwelling

<b>Topic No:</b>	2113.02
<b>Date:</b>	2-7-19
<b>Approved:</b>	CDIII
<b>Review Date:</b>	2-7-21
<b>Replaces:</b>	Same, dated 4-20-11

**PURPOSE:** To provide a procedural overview for first and second arriving truck companies.

**SCOPE:** Applies to all Denver Fire Department personnel functioning in an operational capacity at multiple family dwellings.

**I. OPERATIONS**

Multi Dwellings- Apartment/townhomes buildings, tenements, and large residential buildings that house four or more families.

**Arrival Report-** Initial report or size up from first arriving Truck company.

1. Paint a picture, keep it clear, concise and consistent.
2. Restate address if different from where dispatched.
3. Number of floors.
4. Building size and type.
5. Conditions and locations.
6. Strategy- offensive or defensive.
7. Command location.

All truck company duties are dictated by the situation and need to remain flexible to accomplish the tactical priorities set by the Incident Commander.

**Flow Path** consideration is paramount prior to the commencement of any forcible entry, ventilation or fire suppression tactic. All ventilation tactics shall be coordinated and approved by the Incident Commander.

Flow path is the movement of heat and smoke from the higher pressure within the fire area toward the lower-pressure areas accessible by doors, window openings, and roof structures.

- Controlling doors during forcible entry will restrict the amount of oxygen to the fire.
- Coordinated fire attack with ventilation tactics will decrease the risk of adverse flow paths.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: TRUCK OPERATIONS  
**Topic:** Truck Company Operations at Multiple Family Dwelling

<b>Topic No:</b>	2113.02
<b>Date:</b>	2-7-19
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<b>Replaces:</b>	Same, dated 4-20-11

## II. CONSIDERATIONS

These types of fires differ from others due to the high life hazard and the enclosed multiple exposures within a single structure.

1. High life hazard.
2. Limited apparatus and aerial access.
3. Delayed operation of initial hand lines. (reflex time)
4. Location of the fire.
5. Standpipe, sprinkler, Firefighter "B" service elevators, and centrally monitored alarm systems may not be present.
6. Uncontrolled smoke exposure.
7. Protect occupants in place or evacuate.
8. Multiple exposures.
9. Stacked utility chases.
10. Large combustible attics or cocklofts.
11. Auto exposure.

Assume these structures are lightweight construction until confirmed otherwise. The presence of fire within the lightweight structural components and voids must be relayed to command.

Depending on height, construction, and aerial access, these structures may be treated like high rise fires.

Initial investigation must start at the lowest level to confirm that the fire did not originate on a lower level and vent up through open fire doors, stairways, and open apartment doors.

First and second in truck placement is critical; Engineers may be required to stay with the apparatus and operate the aerial.

Locating and rescuing the most endangered occupants and confining the fire must be a priority. Aggressive smoke control and ventilation of stairwells and hallways are critical for life safety. Roof operations are crucial to assist with smoke control and to prevent fire spread throughout the combustible voids.

Incident Commanders should consider calling for additional resources early.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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**III. FIRST IN TRUCK COMPANY RESPONSIBILITIES**

1. If no assistant Chief is on scene, establish command, and give a command statement.
2. Aerial placement
  - a. Spot for rescue and roof operations
  - b. Communicate placement for a second truck
3. Locate the Fire.
4. Forcible entry for initial attack line placement.
5. Search and rescue starting from the fire apartment working outward and upward.
6. Utility control, initially within the affected apartment.
7. Check for extension of fire.
8. Salvage and overhaul.

**IV. ROLES OF THE FIRST IN TRUCK**

**A. Officer**

1. If no Assistant Chief is on scene, officer will establish Incident Command and build the command structure as the situation dictates and available resources allow.
  - a. Brief arrival report.
  - b. First in tactical assignments-establish groups and/or divisions.
    - i. Rig placement and assignment for second in truck and other responding apparatus.
    - ii. Request additional resources and make other assignments as necessary.
    - iii. Identify and communicate critical construction features such as interior or exterior hallways or walkways, balconies, or other refuge areas.
    - iv. Ground ladder placement for 2<sup>nd</sup> means of egress.
  - c. When relieved of command, rejoin the Engineer or crew for further fire ground operations.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: TRUCK OPERATIONS  
**Topic:** Truck Company Operations at Multiple Family Dwelling

<b>Topic No:</b>	2113.02
<b>Date:</b>	2-7-19
<b>Approved:</b>	CDIII
<b>Review Date:</b>	2-7-21
<b>Replaces:</b>	Same, dated 4-20-11

**B. Engineer**

1. Rig placement, spot for rescue and/or roof operations.
2. Aerial operations, if needed.
3. Rejoin the officer or crew as directed.
4. Utility control, either localized or general.
5. Check for extension of fire.
6. Salvage and overhaul.

**C. Firefighters**

1. Locate the fire, searching from the lowest level and working up. Report conditions, actions, and needs.
2. Force entry for primary attack line, (control door).
3. Search for victims and the seat of the fire.
  - a. Concentrate efforts on exit passages and bedrooms.
  - b. Relay the location of the fire to the attack crew and Incident Commander.
  - c. Report the results of the primary search to command.
  - d. Report the results of all searches.
4. Ventilate as appropriate.
5. Check for fire extension aggressively and early, concentrating on voids and utility chases.
6. Salvage and overhaul.

All members must operate in the rescue mode until all secondary searches are completed.

**V. SECOND IN TRUCK COMPANY RESPONSIBILITIES**

Priorities are search of the living unit(s) and floor above the fire or roof operations.

1. Spot aerial for rescue and roof operations, complementing the first in truck position.
2. Complete unfinished primary tactical responsibilities.
3. Primary search of the living unit(s) and floor above the fire.
4. Vent Enter Search. (VES)

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: TRUCK OPERATIONS  
**Topic:** Truck Company Operations at Multiple Family Dwelling

<b>Topic No:</b>	2113.02
<b>Date:</b>	2-7-19
<b>Approved:</b>	<i>CDIII</i>
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<b>Replaces:</b>	Same, dated 4-20-11

5. Roof operations.
6. Laddering for rescue, access/egress, and vertical ventilation.
7. Vent for life.
8. Vent for fire.
9. Utility control.
10. Check for fire extension aggressively and early, concentrating on voids and utility chases.
11. Check exposures.
12. Positive pressure ventilation.
13. Complete secondary search.
14. Salvage and overhaul.

**VI. ROLES OF THE SECOND IN TRUCK COMPANY**

These are dictated by the situation and need to remain flexible to accomplish the tactical priorities set by the Incident Commander. Emphasis on aerial or ladder placement for rescue, secondary egress, and roof operations. Ventilation must be addressed as soon as possible and only at the direction of the Incident Commander.

**REFERENCES:** None

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: TRUCK OPERATIONS  
**Topic:** Truck Company Operations at Mixed-Use Occupancy Fires

<b>Topic No:</b>	2113.03
<b>Date:</b>	2-7-19
<b>Approved:</b>	CDIII
<b>Review Date:</b>	2-7-21
<b>Replaces:</b>	Same, dated 4-20-11

**PURPOSE:** To provide a procedural overview for first and second arriving truck companies.

**SCOPE:** Applies to all Denver Fire Department personnel functioning in an operational capacity at a mixed-use occupancy fires.

**I. OPERATIONS**

Mixed- use occupancies house more than one occupancy in a single building. These will accommodate one or more stories of residential units located above a single story of commercial. Ordinary construction buildings are sometimes referred to as a Taxpayer.

**Arrival Report-** Initial report or size up from first arriving Truck company paint a picture, keep it clear, concise and consistent.

1. Restate address if different from where dispatched.
2. Number of floors.
3. Building size and type.
4. Conditions and locations.
5. Strategy- offensive or defensive.
6. Command location.

All truck company duties are dictated by the situation and need to remain flexible to accomplish the tactical priorities set by the Incident Commander.

**Flow Path** consideration is paramount prior to the commencement of any forcible entry, ventilation or fire suppression tactic. All ventilation tactics shall be coordinated and approved by the Incident Commander.

Flow path is the movement of heat and smoke from the higher pressure within the fire area toward the lower-pressure areas accessible by doors, window openings, and roof structures.

- Controlling doors during forcible entry will restrict the amount of oxygen to the fire.
- Coordinated fire attack with ventilation tactics will decrease the risk of adverse flow paths.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: TRUCK OPERATIONS  
**Topic:** Truck Company Operations at Mixed-  
Use Occupancy Fires

<b>Topic No:</b>	2113.03
<b>Date:</b>	2-7-19
<b>Approved:</b>	CDIII
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<b>Replaces:</b>	Same, dated 4-20-11

**II. CONSIDERATIONS**

Treat these incidents like a single-story residence with the following considerations:

1. Limited access for apparatus and aerial devices.
2. Forcible entry challenges.
3. Lightweight or Truss Joist I-beam construction.
4. Combustible building materials.
5. Large common attics or cocklofts.
6. Multiple void spaces.
7. Large open floor plans.
8. Multiple exposures.
9. Auto exposure.
10. Lack of fire protection equipment.

Assume these structures are light weight construction until confirmed otherwise. The presence of fire within the light weight structural components and voids must be relayed to command.

Fire spread can be rapid. Aggressive void access and roof operations are crucial to prevent fire spread throughout the common voids. Incident Commanders should consider calling for additional resources early.

**III. FIRST IN TRUCK COMPANY RESPONSIBILITIES**

- A. If no Assistant Chief is on scene, officer will establish incident command and build the command structure as the situation dictates and available resources allow.
- B. Aerial placement/Ground laddering for self-rescue.
- C. Consider spotting for the roof
- D. Forcible entry for initial attack line placement
- E. Search and rescue
- F. Utility control
- G. Check for extension
- H. Salvage and overhaul

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: TRUCK OPERATIONS  
**Topic:** Truck Company Operations at Mixed-Use Occupancy Fires

<b>Topic No:</b>	<b>2113.03</b>
<b>Date:</b>	<b>2-7-19</b>
<b>Approved:</b>	<b>CDIII</b>
<b>Review Date:</b>	<b>2-7-21</b>
<b>Replaces:</b>	<b>Same, dated 4-20-11</b>

**IV. ROLES OF THE FIRST IN TRUCK**

**A. Officer**

1. Officer establishes Incident Command and builds the command structure as the situation dictates and available resources allow (If a Chief Officer is not on scene).
  - a. Command statement-Establish groups and/or divisions as needed
  - b. First in tactical assignments
    - i. Rig placement and assignment for second in truck and other responding apparatus
    - ii. Protection line to ensure safe means of egress
    - iii. Request additional resources and make other assignments as necessary.
    - iv. Ground ladder placement for 2<sup>nd</sup> means of egress.
  - c. When relieved of command, rejoin the Engineer for interior search and rescue or further fire ground operations.

**B. Engineer**

1. Rig placement and aerial operation for rescue and/or ventilation.
2. Utility control, if possible.
3. Rejoin the officer for interior search and rescue or further fire ground operations.
4. Check for extension of fire.
5. Salvage and overhaul.

**C. Firefighters**

1. Force entry for primary attack line, (control door).
2. Search for victims and the seat of the fire.
  - a. Concentrate efforts on exit passages and bedrooms.
  - b. Relay the location of the fire to attack crew.
  - c. Report the results of the primary search to command.
3. Ventilate as appropriate and only at the direction of the Incident Commander ensuring flow paths are considered.
4. Check for fire extension aggressively and early, concentrating on voids and utility chases.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: TRUCK OPERATIONS  
**Topic:** Truck Company Operations at Mixed-Use Occupancy Fires

<b>Topic No:</b>	2113.03
<b>Date:</b>	2-7-19
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<b>Replaces:</b>	Same, dated 4-20-11

5. Salvage and overhaul.

All members must operate in the rescue mode until all secondary searches are completed.

**V. SECOND IN TRUCK COMPANY RESPONSIBILITIES**

Priorities are search of the unit above or roof operations.

1. Complete unfinished primary tactical responsibilities.
2. Vent Enter Search. (VES)
3. Primary search of the floor above the fire. (should be conducted using extreme caution)
4. Roof operations.
5. Laddering for rescue, access/egress.
6. Force barred windows.
7. Vent for life.
8. Vent for fire.
9. Check for extension aggressively and early, concentrating on voids and utility chases.
10. Check exposures.
11. Positive pressure ventilation.
12. Salvage and overhaul.

**IV. ROLES OF THE SECOND IN TRUCK COMPANY**

These are dictated by the situation and need to remain flexible to accomplish the tactical priorities set by the Incident Commander. Emphasis on aerial or ladder placement to the rear for VES, secondary egress, and roof operations.

**REFERENCES:** None

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: TRUCK OPERATIONS

Topic: Truck Company Operations at Commercial Structures (i.e., Strip-Malls, Warehouses, Big Box Stores)

Topic No:	2113.04
Date:	09-09-2021
Approved:	<i>RM</i>
Review Date:	09-09-2024
Replaces:	Same, dated 02-07-19; and 2113.05

**PURPOSE:** To provide a procedural overview for the first and second arriving Truck or Rescue Company.

**SCOPE:** Applies to all Denver Fire Department personnel functioning in an operational capacity at a commercial structure fire. Conditions encountered and life safety issues may dictate that members change order of priorities.

**I. OPERATIONS**

**Initial Radio Report**

1. Announce arrival on scene (correct address)
2. Building/Area description
3. Describe the problem and location
4. Command Mode of Operation
5. Declaration of strategy
6. Resource determination

**Flow Path** consideration is paramount prior to the commencement of any forcible entry, ventilation, or fire suppression tactic. All ventilation tactics shall be coordinated and approved by the Incident Commander (IC).

Flow path is the movement of heat and smoke from the higher pressure within the fire area toward the lower-pressure areas accessible by doors, window openings, and roof structures.

- Controlling doors during forcible entry will restrict the amount of oxygen to the fire.
- Coordinated fire attack with ventilation tactics will decrease the risk of adverse flow paths.
- Wind speeds as low as 5 mph can severely impact fire behavior.

**II. CONSIDERATIONS**

- Location and extent of fire
- Lightweight/special construction. (i.e., plenum space/drop ceilings)
- Determine the presence and location of fire walls/partition walls
- Roof loads
- Consider early vertical ventilation; vertical ventilation using existing opening
- Mansard roofs – (an area for fire spread and smoke explosions)



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: TRUCK OPERATIONS

Topic: Truck Company Operations at Commercial Structures (i.e., Strip-Malls, Warehouses, Big Box Stores)

Topic No:	2113.04
Date:	09-09-2021
Approved:	<i>RM</i>
Review Date:	09-09-2024
Replaces:	Same, dated 02-07-19; and 2113.05

- Large open floor space
- High capacity utilities
- Be aware of the presence of hazardous materials, machinery, and dangerous manufacturing processes. It may be dangerous and create further hazard if the Fire Department shuts these down.
- Presence of high piled storage
- If the location and extent of fire is not known, consider deploying a tagline parallel to the loading docks
- Be aware of the distance traveled in the structure relative to air available in your SCBA; remember the 1/3, 1/3, and 1/3 rule
- Consider additional resources and the need for multiple alarms early
- Rear access to building (limited and well secured doors)
- Take the time to deploy rigs appropriately. Consider Level 2 staging from the onset and know your best access before committing resources.
- Due to the size of these structures, a primary survey of the entire building may be warranted. Additional hazards/fires may be found.
- Coordinate with interior crews and confirm with Incident Command before ventilating and opening roll-up doors
- Exposures i.e. common attic, common basement, (strip-mall- Brvo, Brvo-1)
- Call for Aerial Support Team (Drone) if warranted

III. TRUCK COMPANY PRIORITIES

1. Initial radio report and establish command
2. Rig placement
3. Forcible entry needs for initial attack line
4. Primary search and rescue of main egress and areas of workspace (rope assisted search)
5. Laddering building for entry/egress
6. Ventilation
7. Utility control
8. Check for extension of fire
9. Secondary search
10. Salvage and overhaul

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: TRUCK OPERATIONS

Topic: Truck Company Operations at Commercial Structures (i.e., Strip-Malls, Warehouses, Big Box Stores)

Topic No:	2113.04
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**IV. ROLES OF THE FIRST IN TRUCK**

**A. Officer**

1. If no Chief Officer is on scene, the officer will give initial radio report, establish Incident Command, and build the command structure as the situation dictates and as available resources allow.
  - a. Tactical assignments
    - Rig placement and assignment for other responding apparatus
    - Assign search and rescue tasks
    - Assign primary fire attack line
    - Assign a back-up line to protect **main areas of egress**
    - Assign exposure protection line
    - Address and coordinate ventilation needs
    - Ground ladder placement for 2<sup>nd</sup> means of egress
    - Request additional resources
    - Establish groups/divisions as necessary

**B. Engineer**

- Rig placement for maximum aerial scrub area
  - May need to deploy aerial ladder
- Assist with forcible entry
- Conduct search with backstep firefighters, using rope assisted tagline
- Report to IC on conditions and hazards present on exterior survey
- Utility control
- Report to IC for further assignments

**C. Firefighters**

- Force entry for primary attack line, (control door)
- Pull ceiling above entryway to check for presence of fire and type of roof construction
- Search for victims and the seat of the fire. Use tagline or hose line as a means for emergency egress
  - Concentrate efforts on paths of egress and areas of workspace

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: TRUCK OPERATIONS

Topic: Truck Company Operations at Commercial Structures (i.e., Strip-Malls, Warehouses, Big Box Stores)

Topic No:	2113.04
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- Relay the location of the fire to attack crew and IC
- Report the results of the primary search to Command
- Considering teaming up with the first in engine crew to form a recon group
- Check for fire extension
- Salvage and overhaul

V. **SECOND DUE TRUCK or RESCUE COMPANY RESPONSIBILITIES**

Priority is dictated by the situation and need to remain flexible.

- Spot apparatus per the Incident Commander. Don't commit until there is a clear understanding of the situation.
- Forcible entry- roll-up doors/high security doors
- Vertical ventilation
- Search team group supervisor
- Check for extension of fire
- Post fire conditions ventilation
- Completion of secondary search (after post control ventilation)
- Post control overall and salvage operations

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: TRUCK OPERATIONS  
**Topic:** Truck Company Operations at Warehouse Fires, Including “Big Box Store” Fires

<b>Topic No:</b>	2113.05
<b>Date:</b>	2-7-19
<b>Approved:</b>	CDIII
<b>Review Date:</b>	2-7-21
<b>Replaces:</b>	Same, dated 4-20-11

**PURPOSE:** To provide a procedural overview for first and second arriving truck companies.

**SCOPE:** Applies to all Denver Fire Department personnel functioning in an operational capacity at a warehouse fire.

**I. OPERATIONS**

**Arrival Report-** Initial report or size up from first arriving Truck company paint a picture, keep it clear, concise and consistent.

1. Restate address if different from where dispatched.
2. Number of floors.
3. Building size and type.
4. Conditions and locations.
5. Strategy- offensive or defensive.
6. Command location.

**Flow Path** consideration is paramount prior to the commencement of any forcible entry, ventilation or fire suppression tactic. All ventilation tactics shall be coordinated and approved by the Incident Commander.

Flow path is the movement of heat and smoke from the higher pressure within the fire area toward the lower-pressure areas accessible by doors, window openings, and roof structures.

- Controlling doors during forcible entry will restrict the amount of oxygen to the fire.
- Coordinated fire attack with ventilation tactics will decrease the risk of adverse flow paths.

**II. CONSIDERATIONS**

These fires present unique hazards. Due to large open areas, building construction, machinery, hazardous materials, and large capacity utilities, emphasis must be placed on team integrity and firefighter safety. Conditions on arrival and determining whether the building is occupied or not will determine the strategy and tactics employed:

1. Location and extent of fire.
2. Lightweight/special construction.
3. Determine the presence and location of fire walls/partition walls.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: TRUCK OPERATIONS  
**Topic:** Truck Company Operations at Warehouse Fires, Including “Big Box Store” Fires

<b>Topic No:</b>	2113.05
<b>Date:</b>	2-7-19
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<b>Replaces:</b>	Same, dated 4-20-11

4. Roof loads.
5. Consider early vertical ventilation.
6. Large open floor space.
7. High capacity utilities.
8. Be aware of the presence of hazardous materials, machinery, and dangerous manufacturing processes. It may be dangerous and create further hazard if the Fire Department shuts these down.
9. Presence of high piled storage.
10. Truck companies shall carry taglines and thermal imagers with them on all warehouse calls.
11. If significant smoke or fire is present, personnel must deploy with a hose line and/or tagline.
12. Be aware of changing conditions; if smoke is encountered, find the nearest exit, open it, secure it, and deploy a tagline from a fixed point on the outside and continue your search.
13. If the location and extent of fire is not known, consider deploying a tagline parallel to the loading docks.
14. Be aware of the distance traveled in the structure relative to air available in your SCBA.
15. Consider additional resources and multiple alarms early.
16. Take the time to deploy rigs appropriately. Consider Level 2 staging from the onset and know your best access before committing resources.
17. Due to the size of these structures, a primary survey of the entire building may be warranted. Additional hazards/fires may be found.
18. Coordinate with interior crews and confirm with Incident Command before ventilating and opening roll-up doors.

**III. FIRST IN TRUCK COMPANY RESPONSIBILITIES**

1. If no assistant chief is on scene, establish command and give an arrival report
2. Rig placement.
3. If the location of the fire is unknown, consideration shall be given to creating a recon group with the first due Engine Company. This recon group shall be assigned to find the location and extent of fire, determine the best access for fire attack and communicate this with the Incident Commander.
4. If smoke and/or fire are present, deploy tagline(s) for emergency egress.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: TRUCK OPERATIONS  
**Topic:** Truck Company Operations at Warehouse Fires, Including “Big Box Store” Fires

<b>Topic No:</b>	2113.05
<b>Date:</b>	2-7-19
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<b>Replaces:</b>	Same, dated 4-20-11

5. Search and rescue. Hasty search for victims and reconnaissance for fire location and its nearest access. Reconnaissance is critical for deployment of additional companies.
6. Utility/machinery control, if appropriate
7. Salvage and overhaul.

**IV. ROLES OF THE FIRST IN TRUCK**

**A. Officer**

1. If no Assistant Chief is on scene, officer will establish Incident Command and build the command structure as the situation dictates and available resource allow.
  - a. Command statement
  - b. First in tactical assignments
    - i. Rig placement and assignment for second in engine, truck, and other responding apparatus based on reconnaissance information
    - ii. Get a report from C side early
    - iii. Request additional resources and make other assignments as necessary.
  - c. When relieved of command, rejoin the Engineer for interior search and rescue or further fireground operations.

**B. Engineer**

1. Rig placement. Should remain with the rig and be mobile to reposition based on the Interior Team’s report
2. Prepare aerial for operation
3. Logistical support for the Team
4. Forcible entry for the attack line(s) and/or secondary egress
5. Rejoin the officer for further fireground operations

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: TRUCK OPERATIONS  
**Topic:** Truck Company Operations at Warehouse Fires, Including “Big Box Store” Fires

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<b>Replaces:</b>	Same, dated 4-20-11

**C. Firefighters**

1. Considering teaming up with the first in engine crew to form a recon group. Coordinate forcible entry, locate the fire, and conduct a hasty search.
2. Responsible for deploying taglines for their safety.
3. Utilize thermal imager and other appropriate tactics to locate any victims and fire.
  - a. Concentrate efforts on exits, area in front of dock doors, and main aisles. Use taglines and a thermal imager.
  - b. Relay the extent and location of the fire to attack crew and command.
  - c. Locate and open the closest access to the fire.
  - d. Report the results of the hasty search to command.
  - e. Report any hazards to command as they are encountered.
3. Ventilate as appropriate while considering flow paths.
4. Check for fire extension.
5. Salvage and overhaul.

All members must operate with caution, keeping in mind air management, the potential for rapid fire spread, and collapse in these types of structures.

**V. SECOND IN TRUCK COMPANY RESPONSIBILITIES**

Priority is dictated by the situation and needs to remain flexible.

1. Spot apparatus per the Incident Commander. Don't commit until there is a clear understanding of the situation.
2. Be prepared for:
  - a. Forcible entry- roll-up doors.
  - b. Interior operations.
  - c. Roof operations, (use extreme caution and try to operate as near as possible to aerial ladder.
  - d. Utility management

**IV. ROLES OF THE SECOND IN TRUCK COMPANY**

These are dictated by the situation and need to remain flexible to accomplish the tactical priorities set by the Incident Commander and the second in truck officer.

**REFERENCES:** None

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE

Topic: High-Rise Introduction

Topic No:	2114.00
Date:	01-04-23
Approved:	<i>RM</i>
Review Date:	01-04-26
Replaces:	Same, dated 08-15-13

**I. Subject, Purpose, and Scope:**

SUBJECT: Operations in high rise and standpipe equipped buildings.

PURPOSE: To define a strategic approach for the mitigation of fires in high-rise or multi-storied standpipe equipped buildings.

SCOPE: This guideline shall apply to all department members involved in emergency operations in high-rise or multi-storied standpipe equipped buildings.

**II. Introduction:**

The Denver Fire Department has created a guideline to outline procedures and operations at fires in high-rise and standpipe equipped buildings. The Incident Command System is a key feature of the National Incident Management System (NIMS). The management system is designed to enable effective and efficient incident management by integrating a combination of personnel, procedures and equipment operating within a common organizational structure, designed to effectively mitigate high-rise incidents.

While other Department standard operating guidelines also apply to an incident of this type, operations at these fires have so many unique requirements and dangers, that a guideline specifically covering this type of incident is needed. As with all other Department guidelines, this document should not be used as a step-by-step manual at the scene of an emergency. It should be viewed as a guide that establishes a framework for how a high-rise incident should be handled by the Denver Fire Department. It is designed to achieve the mission of life safety, incident stabilization and property conservation. Deviation from this guideline must be performed with the acknowledgement of the Incident Commander.

**Due to the dynamic challenges faced during any fire ground operation, Officer discretion is paramount in achieving the desired result of safe incident mitigation. The use of officer discretion for deviation of this guideline with justification shall be communicated to all on scene companies including the Incident Commander.**



## DENVER FIRE DEPARTMENT

### STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE

Topic: High-Rise Introduction

Topic No:	2114.00
Date:	01-04-23
Approved:	RM
Review Date:	01-04-26
Replaces:	Same, dated 08-15-13

### III. High-Rise and Standpipe Equipped Buildings in the City and County of Denver:

The City and County of Denver (CCD) is presented with unique fire suppression challenges due to high-rise and multi-storied standpipe equipped buildings, including:

1. There are nearly 13,000 multi-storied standpipe equipped buildings in the CCD
2. The CCD has over 600 high-rise buildings, 187 of them that are not sprinkler equipped
3. As of this writing, there are 76 high-rise buildings in the planning stages, 5 of which are over 40 stories tall
4. The newest version of the building code accepted by the CCD allows for mass timber (all wood) high-rises up to 18 stories in height and Prescient Light-Gauge Construction System built high-rises up to 16 stories in height
5. Moisture collects between the Fire Department Connection and the fire pump room or standpipe riser, resulting in rust and multiple observed standpipe failures when charged, including in relatively newer construction, such as Empower Field
6. The building code adopted by the CCD prior to 1976 only required standpipe equipped buildings to provide 30 psi outlet pressure at the highest standpipe connection (the oldest known standpipe in the CCD dates to 1905)
7. CCD building codes between 1976 and 1992 only required standpipe equipped buildings to provide 65 psi outlet pressure at the highest standpipe connection
8. Current CCD building codes (from 1993 to present) require 100 psi outlet pressure at the highest standpipe connection
9. PRVs installed in buildings constructed prior to 1999 allowed a maximum pressure of 100 psi when fully opened
10. PRVs have been noted to fail closed, up to 10% of the time in testing
11. The maximum a standpipe is designed to flow is 1000 GPM (for buildings with three or more stairwells)
12. The sprinkler and standpipes have a common water supply, meaning if there are 10 sprinkler heads activated (at 25 GPM each), they will take 250 GPM from the total available flow for the standpipe (in a building with three or more stairwells, this would leave 750 GPM available for standpipe operations)
13. Many newer constructed buildings are using large floor footprints with fewer stairwells, necessitating extremely long hose stretches requiring discipline in choosing an attack stair closest to the fire to maintain a floor-below hook-up

The combination of these factors has resulted in two tactical considerations:

1. To reduce friction loss in multiple dwelling occupancies, use 2.5" hose to "extend the standpipe" and use only one section of 2" as the nozzle section for fire attack. Commercial occupancies require the use of 2.5" hose exclusively. It is highly

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE

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recommended to utilize all 2.5” hose for stairwell stretches in case of a wind driven fire event.

2. Marrying up” two engine companies (or the two first in truck company firefighters if there is a delayed response for a second engine company) has been the policy of the Denver Fire Department for many years; this SOG update is a recommitment to build our high-rise culture through training and incident response to combine hose lines and “marry up” staffing resources to “extend the standpipe” while stretching 2.5” hose lines.

**IV. Initial Response to a Reported High-Rise Fire:**

1. Four Engines
2. Three Trucks
3. One RIT – Truck Company (Engine Company may be assigned)
4. One Rescue
5. Two District Chiefs
6. Shift Commander

**V. Second and Subsequent Alarm Resources:**

1. Three Engines
2. Two Trucks
3. One District Chief

**VI. The High-Rise SOG is Separated into the Following Sections:**

1. 2114.00 High-Rise Introduction
2. 2114.01 High-Rise Command-and-Control
3. 2114.02 High-Rise Interior Suppression Operations
4. 2114.03 High-Rise Exterior Operations
5. 2114.04 High-Rise Definitions

**VII. The High-Rise SOG Addresses the Following Strategic Considerations:**

1. Establishing Incident Command (IC)
2. Obtaining access to the fire building, securing keys, gaining control of elevators and other building systems
3. Releasing the magnetic locks on all stairwell doors for civilian and firefighter egress, when the building is equipped with these release mechanisms
4. Establishing Lobby Control to provide for personnel accountability
5. Assigning a member to the role of Elevator Operator
6. Establishing a Building Systems Group to control the building’s fire protection systems.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE

Topic: High-Rise Introduction

Topic No:	2114.00
Date:	01-04-23
Approved:	RM
Review Date:	01-04-26
Replaces:	Same, dated 08-15-13

7. Securing a water supply and supplying building systems with water, or determining alternative means of water supply if the building systems fail
8. Locating the fire floor using detection systems and witness reports or other means
9. Assigning a Rapid Intervention Team (RIT)
10. Conducting primary search of the fire attack stairwell as well as the evacuation stairwell above the fire floor
11. Accounting for and communicating the presence of a wind driven fire event and assigning a member to door control
12. Initiating fire attack and determining the scope of the fire and the need for additional hose lines
13. Conducting forcible entry, primary search, interior and exterior rescue operations, and determining ventilation options above the fire floor including the top floor.
14. Providing LCAN reports to IC when appropriate
15. Determining the need for a back-up or secondary hose line on the fire floor and/or an exposure hose line on any of the floors above the fire floor
16. Determining the need for evacuation of areas not involved in the initial fire
17. Deciding to protect building occupants in place or evacuating all or part of the fire building
18. Conducting reconnaissance on all floors above the fire floor for fire spread, smoke infiltration, and rescue needs
19. Determining the proper ventilation practices using building systems or fire department resources
20. Level II-Exterior Staging
21. Interior Staging
22. Rehabilitation operations

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE
Topic: High-Rise Command-and-Control

Table with 2 columns: Field (Topic No, Date, Approved, Review Date, Replaces) and Value (2114.01, 01-04-23, RM, 01-04-26, Same, dated 08-15-13)

The Denver Fire Department utilizes the National Incident Management System (NIMS). The command-and-control functions within a high-rise incident will fall under the communicative direction of NIMS.

Due to the dynamic and unique challenges high-rise occupancies present during fire suppression activities, the Incident Commander needs to be proactive in realizing that his/her manageable span of control (5) may quickly be exceeded upon confirmation of a working structure fire and utilize the modular framework within NIMS to build the Command-and-Control components as needed.

Call for additional resources early: It is strongly recommended that the Incident Commander, upon confirmation of a working fire in a high-rise building, request a second alarm assignment. This action allows operations to be staffed as quickly and safely as possible to accomplish all the essential tasks at high-rise fire operations and establish the necessary positions of the Command-and-Control System.

ICS Supervisory Position Titles:

Table with 3 columns: Organizational Level, Title, Support Position. Rows include Incident Command, Command Staff, General Staff (Section), Branch, Division/Group, Single Resource, and Unit.

Within the National Incident Management System (NIMS) resource allocation will begin with the assignment of Single Resources.

I. Single Resource: (Supervisor)

An individual, a piece of equipment and its personnel compliment, or a crew or a team of individuals with an identified work supervisor.

The Denver Fire Department will define the utilization of a Single Resource as either a crew (Engine 1, Tower 1 etc.) or team. The team concept will be utilized when 2 or more crews are combined. This will commonly happen when two Engine Companies

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: OPERATIONS: HIGH RISE**  
**Topic: High-Rise Command-and-Control**

<b>Topic No:</b>	<b>2114.01</b>
<b>Date:</b>	<b>01-04-23</b>
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<b>Review Date:</b>	<b>01-04-26</b>
<b>Replaces:</b>	<b>Same, dated 08-15-13</b>

are married together to deploy a fire attack line. For example, if Engine 1 and Engine 2 have been assigned the task of deploying an attack line, the IC, Branch Director, or Division Supervisor will assign this task and identify a work supervisor. For this example, the supervisor will be the Officer from Engine 1 and the balance of Engine 1's crew along with Engine 2 will be the team. This work supervisor's radio ID will be "Engine 1."

Once the incident has progressed to multiple resources and or companies being assigned to specific geographical areas or functional tasks, the implementation of Division/Groups should be considered.

**II. Division and Groups: (Supervisor)**

Division and/or Groups are established when the number of resources exceeds the manageable span of control (5) of Incident Command. Divisions are established to divide an incident into physical or geographical areas of operation. Groups are established to divide the incident into functional areas of operation.

The Denver Fire Department will utilize Divisions within a high-rise structure as a defined geographical area. This means that each floor within a high-rise will be referred to as a Division. For example, upon arrival to a reported fire within a high-rise and the fire floor has not been confirmed, the IC may assign the first responding resources to report to the fire floor. This can then be defined as the Fire Floor Division with an identified Division Supervisor. Upon arrival and confirmation of the fire floor the Division Supervisor will radio to Command the specific fire floor. The IC will have the discretion to rename this Division to the actual floor (Division 21 for example) or leave it as the Fire Floor Division. The remaining Division designations will be the actual floor number (the floor below will be Division 20 and the floor above will be Division 22).

The Denver Fire Department will utilize Group designations to identify specific functional assignments with an assigned Group Supervisor. For example, the IC may assign a Company or multiple Companies to the specific task of Evacuation. This will be referred to as the Evacuation Group and could necessitate the need for this Group to move to various areas within the fire building to accomplish this task.

As the incident develops beyond the utilization of Divisions/Groups to manage the recommended span of control (5) and/or the Incident Commander identifies the need to expand the command-and-control organization, the NIMS system recommends the implementation of Branch Level assignments.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: High-Rise Command-and-Control

Topic No:	2114.01
Date:	01-04-23
Approved:	RM
Review Date:	01-04-26
Replaces:	Same, dated 08-15-13

**III. Branches: (Directors)**

Branches may serve several purposes and may be functional, geographic, or both, depending on the circumstances of the incident. In general, Branches are established when the number of Divisions or Groups exceeds the recommended span of control (5).

The Denver Fire Department will define Branch Level assignments within a high-rise structure fire as follows:

- a. **Suppression Branch:** (Director) This Branch includes the fire floor, the floor above, and the floor below. These three floors can be divided into Divisions (Supervisor) based on the needs of the incident.

Example: If the fire floor is on the 16<sup>th</sup> floor the “Suppression Branch” is responsible for the 15<sup>th</sup>, 16<sup>th</sup>, and 17<sup>th</sup> floors. The direction of suppression of the fire can be divided into Division designations such as Fire Floor Division, Division 15, Division 16 and Division 17 etc.

- b. **Upper Floors Branch:** (Director) This Branch includes all floors above the floor above the fire.

Example: If the fire floor is on the 16<sup>th</sup> floor, the “Upper Floors Branch” is responsible for the 18<sup>th</sup> floor to the roof and all activities required within this area. The direction of the Upper Floors Branch can be divided into Group designations, such as Recon Group, Search and Evacuation Group, Ventilation Group etc. This area can also be separated into Divisions if the IC or Branch Director so chooses. This would include Division 18, and Division of all floors including the top floor and the Roof Division.

- c. **Lower Floors Branch:** (Director) This Branch includes all floors below the floor below the fire.

Example: If fire floor is on the 16<sup>th</sup> floor, the “Lower Floors Branch” is responsible for the 14<sup>th</sup> floor downward including the 1<sup>st</sup> floor, basement and/or sub basements. The direction of the “Lower Floors Branch” can also be divided into Groups or Divisions. Group designations may include Lobby Control, Building Systems, Stairwell Support, Medical Group etc. If the IC or Branch Director so chooses, the floors within the Lower Floor Branch can be separated

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: High-Rise Command-and-Control

Topic No:	2114.01
Date:	01-04-23
Approved:	RM
Review Date:	01-04-26
Replaces:	Same, dated 08-15-13

into Divisions which could include the division of all floors two floors below the fire floor downward.

The Lower Floors Branch Director will be responsible for ensuring that the following areas are assigned when needed:

1. **Lobby Control** whose responsibility is to track the accountability of all companies and personnel that enter the building.
  - A. Tracking the accountability of all companies and personnel that enter and exit the building according to the Operations/Safety/Personnel Accountability System SOG (SOG 2110.03). The establishment of Level II Accountability should be anticipated and put in place early on. Duties include:
    1. Confirmation that any fire department member going above the main floor of the fire building:
      - A. Has been assigned into the building
      - B. Is wearing PPE
      - C. Has checked in with the Fire Command Center and received the necessary equipment
      - D. Checks out with the Command Center to return all building equipment and keys prior to exiting.
  - B. Monitoring and control of the Fire Command Center and Building Systems.
  - C. As the incident develops, the assigned Lobby Control/Systems Supervisor may select an Officer or Company and assign the duties of the Lobby Control to them. Once Lobby Control is transferred, the assigned Lobby Control/Systems Supervisor may assume the remaining duties and responsibilities of the Lower Floor Branch Director which will include:
    1. Assignment, monitoring, and control of elevators
    2. Control of all building access points and direction of personnel to correct routes
    3. Control of stairways and direction of building occupants to proper exits
    4. Firefighter access for ventilation
    5. Equipment support operations



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: High-Rise Command-and-Control

Topic No:	2114.01
Date:	01-04-23
Approved:	RM
Review Date:	01-04-26
Replaces:	Same, dated 08-15-13

2. **Building Systems** to direct the building's fire protection, response and communication systems and ensure proper air movement within the structure. The Building Systems position also includes the responsibility to communicate with the occupants in the building; directing the occupants to either shelter in place or to evacuate utilizing the appropriate stairwell
3. **Elevator Operations** are the responsibility of the Lower Floors Branch Director. The Elevator Operator is normally the Engineer from the 1<sup>st</sup> due Truck (refer to Elevator Operations, SOG 2111.17).
4. **Equipment Support** which will be established when needed to shuttle tools, equipment and air cylinders to the staging area located two floors below the fire floor Equipment Support Operations take a variety of forms:
  - A. **Relay Operations:** One firefighter is assigned to each floor in the stairway. A company of four persons can cover four floors, and ten companies can supply 40 floors. Each firefighter is responsible for transporting any equipment that arrives on that floor up to the next floor. Each firefighter has all PPE available. Benefits of this method include reduction in the amount of physical strain on the firefighters compared to climbing the entire building; a continuous chain that can continually move equipment is formed; and communication between companies is maximized. Drawbacks of this method include the chain cannot start operation until all links in the chain are present and ready; it takes a long time to set up; it requires more staffing; and a breakdown in one link of the chain can cause equipment movement to slow down or stop.
  - B. **Entire Trip Operations:** Companies are assigned to take specific equipment to the fire area. Members must wear all PPE. Major benefits of this operation are that equipment is quicker to arrive on the fire floor, the system can be set up and operational soon after arrival on scene, and it takes fewer members to operate. Drawbacks include the physical strain on individual firefighters, sporadic equipment arrival on the fire floor, diminished communication between companies, and the limited amount of equipment that can be carried by each firefighter. It is very important that Company Officers within the Equipment Support chain monitor their crew members throughout the operation for dehydration and



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: High-Rise Command-and-Control

Topic No:	2114.01
Date:	01-04-23
Approved:	RM
Review Date:	01-04-26
Replaces:	Same, dated 08-15-13

fatigue. This operation will be extremely demanding and will require firefighters in top physical condition.

5. **Rehab** to refresh firefighters, providing adequate fluid and food replacement.
6. **Exterior Branch:** (Director) This position is responsible for all exterior areas surrounding the fire building. The following positions should be considered and established when necessary:
  1. **Water Supply** which may be supervised by the Engineer from the third due Engine Company.
  2. **Exterior Rehab Unit** which is staffed in cooperation with EMS and established by the Exterior Branch Director.
  3. **Police Operations** will be requested by the I.C. and may also be the responsibility of the Exterior Branch Director. Security of the scene is under the control of the Denver Police Department. The Police Commander will report to the Command Post upon arrival. Police Department personnel will not be allowed in areas or situations that expose them to smoke or fire. Responsibilities include:
    - A. Traffic Control
    - B. Crowd Control
    - C. Landing Zones and Air Space control for Helicopter Operations
    - D. Protection of the Command Post and other Fire Department Areas
    - E. Security at the Exterior Staging Areas
    - F. Establishment and Maintenance of Zones and Perimeters
    - G. Other Assistance as Requested by Incident Command
  4. **Medical Branch:** (Director)-Upon report of a high-rise incident, Denver Health will dispatch an ALS ambulance and a Supervisor. The Incident Commander should consider the establishment of the Medical Branch to address the medical needs of the incident and allow this Branch Director the authority to utilize a separate radio channel and the ordering of additional resources. The first-arriving ambulance team or supervisor will report to the Level II Staging Area (if established) or IC for assignment. The Incident Commander will approve the location for triage.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: High-Rise Command-and-Control

Topic No:	2114.01
Date:	01-04-23
Approved:	RM
Review Date:	01-04-26
Replaces:	Same, dated 08-15-13

If the incident expands beyond the Branch Level organizational capacity, the Incident Commander will need to incorporate General Staff assignments.

**IV. General Staff: (Chiefs)**

The General Staff is comprised of the Operations, Planning, Logistics and Finance Section Chiefs. In addition to the Command function, the General Staff represents the other four management functions within the Incident Command system. The General Staff reports directly to the Incident Commander.

**V. Command Staff: (Officers)**

The Command Staff report directly to the Incident Commander and provides critical support to both the I.C. and others on the Command Team. These positions can include the Safety Officer, PIO, Liaison Officer and Intelligence Officer. These positions are not considered to be a part of the Incident Commanders span of control.

**VI. Staging: (Managers)**

Based on the needs of the Incident, the Incident Commander will need to consider the establishment of two Staging Areas: Level II Exterior Staging and Interior Staging which are led by Managers. Staging Managers will communicate directly to the Incident Commander and are **not** considered part of the Incident Commanders span of control).

**a. Staging: Level II Exterior Staging: (Manager)**

The Level II Exterior Staging area will be located at a predetermined exterior location as identified by the Incident Commander and the Level II Exterior Staging Manager will report directly to the Incident Commander although they are not considered as part of the Incident Commanders span of control. All additional resources requested by the Incident Commander shall respond to the Level II Staging area, unless an assignment has been given by command, and report to the Staging Manager (if assigned) or to the Incident Commander for assignment. The Company Officer of the first arriving apparatus to the Level II Exterior Staging area will be initially assigned the duties of Staging Manager. A separate radio channel should be utilized to communicate directly with dispatch to request additional resources and communicate with Interior Staging to deploy resources to interior staging area. **No member shall enter the fire building unless assigned and shall have full PPE.**

**b. Interior Staging: (Manager)**

## DENVER FIRE DEPARTMENT

### STANDARD OPERATING GUIDELINE

**Section: OPERATIONS: HIGH RISE**  
**Topic: High-Rise Command-and-Control**

<b>Topic No:</b>	<b>2114.01</b>
<b>Date:</b>	<b>01-04-23</b>
<b>Approved:</b>	<b><i>RM</i></b>
<b>Review Date:</b>	<b>01-04-26</b>
<b>Replaces:</b>	<b>Same, dated 08-15-13</b>

The Interior Staging will be located two floors below the fire floor and its Manager will report directly to the Incident Commander although they are not considered as part of the Incident Commanders span of control. The Interior Staging Manager will be the first Company Officer directed by the Incident Commander to report to the Interior Staging area.

#### **VII. Benchmarks:**

- a. Identify potential for wind driven fire
- b. Designate a Command Channel
- c. If this is a working high-rise fire, a 2<sup>nd</sup> Alarm assignment is highly recommended
- d. Establish Incident Command Post
  - i. Paramedic Supervisor
  - ii. Police Supervisor
- e. Assign the Systems/Lobby Control position(s)
- f. Identify if sprinklers activated (will take available water from standpipe operations)
- g. Release magnetic stairwell door locks in FCC
- h. If imminent exterior rescue is necessary, ensure
  - i. Aerial placement
  - ii. Ground ladders assignments
- i. Water supply considerations
  - i. Does the building have a fire pump?
  - ii. Does the standpipe have PRVs/PRDs?
  - iii. 2<sup>nd</sup> water supply
  - iv. Assign Water Supply Supervisor (3<sup>rd</sup> in Engine Engineer)
  - v. Eyes on pump room, standpipe, connections, FDC piping
  - vi. Consider creating a backup standpipe
- j. Assign Exterior/Level 2 Staging
- k. Elevator considerations
  - i. Verify all are clear
  - ii. Utilize the Fire Service Elevator (if post 2011 build and over 120' tall)
  - iii. If the fire floor is on floor 7 or higher, assign the first in Truck Engineer as the elevator operator if no exterior rescues, or remind the first in Engine Company Officer to turn the elevator key to "OFF" and leave key in keyway to return elevator to recall floor
- l. Assign Attack and Evacuation Stairways
- m. Assign stairway and top floor search group (3<sup>rd</sup> in Truck)
- n. Fire Floor Division considerations
  - i. Extinguishment
  - ii. Search/Rescue/Evacuation

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: High-Rise Command-and-Control

Topic No:	2114.01
Date:	01-04-23
Approved:	<i>RM</i>
Review Date:	01-04-26
Replaces:	Same, dated 08-15-13

- iii. Ventilation
- o. Floor Above Division considerations
  - i. Check for extension
  - ii. Extinguishment
  - iii. Search/Rescue/Evacuation
  - iv. Consider Rescue Company for exterior rope rescue of fire floor
- p. Upper Floors Division considerations
  - i. Top floor search is priority
  - ii. Search/Rescue/Evacuation/Protect in Place
  - iii. Roof
- q. Assign RIT
  - i. Stage floor below
  - ii. Consider evacuation of the floor below
  - iii. Consider the need for more than 1 RIT team
- r. Assign Interior Staging
  - i. Stage two floors below
  - ii. Consider evacuation of the floor below
  - iii. Equipment for Interior Staging
- s. Assign Rehab
  - i. Stage three floors below
  - ii. Consider ALS unit
- t. Assign Medical Branch
- u. Assign Law Enforcement Branch
- v. Exterior evacuation area considerations
  - i. Buses
  - ii. Red Cross assistance

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: High-Rise Interior Suppression Operations

Topic No:	2114.02
Date:	01-04-23
Approved:	RM
Review Date:	01-04-26
Replaces:	Same, dated 08-15-13

All referenced Command-and-Control assignments for the initial resource allocation assumes that the Incident Commander has determined that the modular framework of NIMS has progressed beyond Single Resources to Divisions/Groups.

**All members shall be in full personal protective equipment (PPE) including SCBA prior to entering the building.**

**I. ENGINE COMPANIES**

**A. Engine Company Equipment Compliment**

1. Hose Line Selection

The Denver Fire Department is committed to the “team concept” regarding hose line deployment. Due to this commitment, it is imperative that the first two Engines (second two, etc.) work together and “marry up” ensuring the primary attack line is in place and operating prior to any back-up or exposure protection deployment.

- a. **Commercial High-Rise Fire Hose Compliment:** The hose line selection for incidents in commercial high-rise buildings shall be 200’ (four approved high-rise packs) of 2-1/2” hose with a 1-3/16” nozzle. Refer to DFD JPR “HR-1, Build a High-Rise Hose Pack” for details.
- b. **Residential High-Rise Fire Hose Compliment:** The hose line selection for residential high-rise buildings will be 200’ (four approved high-rise packs) of three **or** four 2-1/2” hose packs. The nozzle section will be at the discretion of the Engine Company Officer and will be either 50’ of 2-1/2” hose with an 1-3/16” nozzle or 50’ of 2” hose with a 1” nozzle.
- c. **Subsequent Teams Hose Line Compliments:** Upon assignment into the fire building by the Incident Commander, all subsequent arriving Engine Companies will be required to carry 200 feet (four approved high-rise packs) of at least three 50’ 2 ½” hose packs with one 50’ nozzle section hose pack that consists of 50’ of 2-1/2” hose with an 1-3/16” nozzle or 50’ of 2” hose with a 1” nozzle, if the occupancy is residential. If the occupancy is commercial, the nozzle section shall be 2-1/2” hose with an 1-3/16” nozzle. The team concept will be utilized to “marry up” all assigned Engine Companies into working pairs.
- d. **Large Footprint Multiple Dwellings:** It is recommended that all Engine Companies assigned to these occupancy types bring all their

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: High-Rise Interior Suppression Operations

Topic No:	2114.02
Date:	01-04-23
Approved:	RM
Review Date:	01-04-26
Replaces:	Same, dated 08-15-13

high-rise hose packs to include all 4 sections of 2-1/2" hose and 1 section of 2" hose to prepare for hose stretches that may be very long due to the floor plate size and distance between stairwells.

2. One standpipe equipment kit; refer to DFD JPR "HR-2, Control Firefighter" for details.
3. Set of irons (optional)
4. Spare bottles (considered for companies assigned to greater alarms)

**B. First Arriving Engine Company Operations – Fire Floor (First Arriving Engine Company Officer and two Firefighters):** The first arriving Engine Company Officer is responsible for the initial fire suppression operations on the fire floor. This Engine Company Officer may be assigned as a supervisor of the initial Fire Floor Division (if the first Arriving Truck Officer is unavailable) at the discretion of the Incident Commander.

Once the fire location has been established, the Officer should designate an Attack Stair, and announce it to Command. Selection of the Attack Stair should be based on what is the safest, closest, and fastest way to reach the fire. Smoke Towers should be avoided for use as the Attack Stair due to the possibility of an enhanced Stack Effect, and the potential dangers associated with a wind driven fire. In addition, Smoke Towers are designed specifically for evacuation of building occupants.

**Attack lines shall not be hooked up on the fire floor. All attack lines are stretched from below the fire floor, preferably the floor below. Hooking up attack lines on the half-landing between the fire floor and the floor below is not authorized. Additionally, rope tag line systems used to connect the stairwell to a hose connection on the fire floor at a fire door are not authorized.**

**C. Second Arriving Engine Company – Fire Floor (Second Arriving Engine Company Officer and two Firefighters):** The Officer and two Firefighters from the second Arriving Engine Company will assist their engineer, if necessary, with the hose layout to complete the primary water supply.

The Officer and two firefighters from the second Arriving Engine Company will then proceed into the building with a minimum of four 2 1/2" standpipe hose packs totaling 200', and one standpipe equipment kit. The second Arriving Engine Company's primary responsibility will be to "marry up" with the first arriving Engine Company and assist them with the initial attack hose line as directed by the

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: High-Rise Interior Suppression Operations

Topic No:	2114.02
Date:	01-04-23
Approved:	RM
Review Date:	01-04-26
Replaces:	Same, dated 08-15-13

Incident Commander. This Engine Company will initially be a part of the Fire Floor Division, and under the direction of the Division Supervisor (First Arriving Engine/Truck Company Officer). The second Arriving Engine Company may be re-assigned by the Division Supervisor or I.C. as necessary.

**D. Third and Fourth Engine Companies – Assigned by the Incident Commander (Third and Fourth Arriving Engine Company Officer and two firefighters):**

Upon the direction of I.C. the third arriving Engine Company will proceed into the building with a minimum of four 2 ½” standpipe hose packs (totaling 200’), one standpipe equipment kit and any other tools as deemed necessary and be prepared to:

1. Proceed to a location two floors below the fire floor, and determine if there is a suitable location on this floor for staging
2. Relieve the first two Engine Companies operating on the fire floor
3. Stretch, advance, and operate a backup line on the fire floor at the direction and request of the Division Supervisor and/or the Incident Commander
4. Stretch and advance a hose line to the stairwell bulkhead door behind the initial attack line to protect the attack stairwell and maintain egress for members of the initial hose line attack team.
5. Stretch, advance and operate an exposure line on the floor above at the direction and request of the Incident Commander or Suppression Branch Director if assigned
6. If this Engine Company stretches and operates a second attack hose line, they will “marry up” with the fourth Arriving Engine Company, and will operate under the assigned Division Supervisor, Suppression Branch Director or the Incident Commander

**Attack lines shall not be hooked up on the fire floor. All attack lines are stretched from below the fire floor, preferably the floor below. Hooking up attack lines on the half-landing between the fire floor and the floor below is not authorized. Additionally, rope tag line systems used to connect the stairwell to a hose connection on the fire floor at a fire door are not authorized.** (Additional hose lines may have to be hooked up two floors below the fire floor.)

**II. TRUCK COMPANIES**

## DENVER FIRE DEPARTMENT

### STANDARD OPERATING GUIDELINE

**Section: OPERATIONS: HIGH RISE**  
**Topic: High-Rise Interior Suppression Operations**

<b>Topic No:</b>	<b>2114.02</b>
<b>Date:</b>	<b>01-04-23</b>
<b>Approved:</b>	<b>RM</b>
<b>Review Date:</b>	<b>01-04-26</b>
<b>Replaces:</b>	<b>Same, dated 08-15-13</b>

Depending on conditions upon arrival, Truck Companies may be needed to complete exterior rescue operations. The Truck Company Officer should direct his/her Engineer to spot the Truck or Tower apparatus as appropriate for any elevated rescue or potential rescue needs, and secondary egress for firefighters operating inside the building. Consideration should be given to spotting on a corner of the building to maximize scrub area to two sides of the building. If an immediate rescue situation exists, the Company Officer will assign his/her members as appropriate for rescue.

#### **A. Truck Company Equipment Compliment**

Truck Companies are not required to carry hose, nozzles, or standpipe equipment bags. The duties of truck companies at these incidents include search, rescue, forcible entry, ventilation, overhaul, and utility control. Tools that are needed for these tasks should be considered and as such a standard compliment of tools should include the following:

1. Set of forcible entry/exit irons (striking tool and prying tool)
2. Pike pole or hook (pulling tool) - short or long, selected for occupancy and task.
3. Hydraulic forcible entry tool (Hydra Ram/Rabbit Tool)
4. Search rope/tag line
5. Thermal imaging camera(s)
6. Elevator key set
7. Water can or light water extinguisher (consider for residential occupancies)
8. Spare air cylinders (optional, for first alarm assignments, mandatory for trucks assigned to greater alarms)

#### **B. Truck Company Unique / Special Considerations for High Rise Operations**

1. Evacuation stairwells should be designated and announced to Command once the Fire Attack Stair has been established.
2. Building refuge areas for civilians should be checked and cleared by members starting on the fire floor and working to the floor above etc.
3. The door to the fire floor or unit should not be opened when the possibility of window failure could occur. At all times, but especially when moderate to high winds are present, doors should remain closed until a charged hose line is in place.
4. Members should instruct civilians that are being protected in place to keep the doors and windows to their units always closed until DFD members return to check on them



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: High-Rise Interior Suppression Operations

Topic No:	2114.02
Date:	01-04-23
Approved:	RM
Review Date:	01-04-26
Replaces:	Same, dated 08-15-13

5. Consideration should be given to creating refuge areas for firefighters in compartmentalized buildings using units adjacent to the fire apartment/unit on both sides of the affected fire area, on the same side of the building as the fire unit. This provides a safe haven if catastrophic window failure occurs inducing a wind driven fire. Units across the hall from the fire apartment/unit should be avoided for use as firefighter refuge areas. If possible, attempt to avoid creating an area of refuge in courtyard facing units (due to lack of ladder access for egress).
6. When conducting search operations, Truck Companies should close windows and balcony sliding doors to minimize airflow through searched units that may create a flow-path for a wind-driven event.
7. Members should train on Stack Effect and Reverse Stack Effect and be aware of how this will affect smoke and air movement through high rise buildings.

**First Arriving Truck Company – Fire Floor (Officer, Engineer and two Firefighters):** If no exterior rescue situation exists, the Officer two Firefighters, and the Engineer (if not assigned to operate the aerial apparatus) from the first Arriving Truck Company will proceed into the building with the necessary compliment of tools and equipment.

The first arriving Truck Company Officer will be the initial Incident Commander if a District Chief is not already on scene and will remain in the fire command center, if one exists, or the lobby area. The initial Incident Commander will communicate to operating members the locations of alarm(s), any changes from a normal building condition from the fire panel or command center and obtain a set of building keys and communication handsets if available. If a fire is confirmed during the investigation or the initial call is reported as a high-rise fire, the first arriving Truck Company Officer may proceed to the fire floor and assume the Fire Floor Division Supervisor once the first arriving Chief has arrived on scene, Command has been transferred, and they have been directed to do so by the Incident Commander.

If fire is located above the sixth floor an elevator may be used to transport firefighters. The first Arriving Truck Company Engineer is assigned to become the **Elevator Operator** unless they are at the apparatus for imminent exterior rescue operations; refer to SOG 2114.03, High-Rise Exterior Operations for details. In the case that an Elevator Operator has not been assigned due to imminent exterior rescues, and if the elevators are used due to the location of the fire above the 6<sup>th</sup> floor, **it is imperative that the Engine Company Officer turns the elevator key**

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: High-Rise Interior Suppression Operations

Topic No:	2114.02
Date:	01-04-23
Approved:	RM
Review Date:	01-04-26
Replaces:	Same, dated 08-15-13

to OFF and leave the key in the elevator when arriving two floors below the fire floor. This action will return the empty elevator car to the designated recall floor allowing for the continued flow of personnel and equipment. Refer to SOG 2111.17, Elevator Use During Fire Ground Operations for details.

Members of the first arriving Truck Company will initially be under the supervision of the first arriving Engine Company Officer if the first arriving Truck Officer has established Incident Command or is directed to remain in the command center upon the arrival of the first Arriving Chief.

Door Control is critical to the success and safety of any hose stretch, especially apartment stretches where hose lines are stretched to the point of entry dry. Due to the criticality of this position, the Truck Company Senior Firefighter on the fire floor will be assigned the role of Door Control.

Members of the first arriving Truck Company may be required to provide reconnaissance, forcible entry, primary search, rescue of occupants, pre-control overhaul, determination of the potential for wind driven fire conditions, establishment of firefighter areas of refuge (paying particular attention to the leeward side of the building and avoiding courtyards and lightwells that are inaccessible to aeriels and ground ladders), and if necessary, assist with the first hose line as directed by the assigned Division Supervisor or Incident Commander (especially in situations where fire is discovered during a PFAS Class I or Box Alarm investigation, or if the second Arriving Engine has a delayed response).

**B. Second Arriving Truck Company – Floor Above (Officer, Engineer, and two firefighters):** If no exterior rescue situation exists, the 2<sup>nd</sup> arriving Truck Company, once assigned by the I.C. will proceed into the building with the necessary compliment of tools and equipment and be prepared to:

1. Establish an Interior Staging Area
2. Ascend to the floor above the fire and establish the assigned Division Supervisor and provide a Location, Conditions, Actions and Needs (LCAN Report) report to the Incident Commander with specific information regarding smoke or fire extension onto the floor above the fire floor
3. Be assigned to the Fire Floor Division Supervisor and assist with operations on the fire floor
4. Be assigned to the area above the floor above the fire floor

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: High-Rise Interior Suppression Operations

Topic No:	2114.02
Date:	01-04-23
Approved:	RM
Review Date:	01-04-26
Replaces:	Same, dated 08-15-13

D. **Third Arriving Truck Company – Fire Attack Stairwell and Top Floor (Officer, Engineer, and two firefighters):** If no exterior rescue situation exists, the 3<sup>rd</sup> arriving Truck Company, once assigned by the Incident Commander will proceed into the building with the necessary compliment of tools and equipment (See Tactical Appendix-Tools and Equipment 2114.24) and be prepared to:

1. Report to and/or establish an Interior Staging Area
2. Search and clear the Fire Attack Stairwell of occupants to the top floor and provide a LCAN report to the Incident Commander with specific information regarding smoke or fire extension into the stairwell and onto the top floor.
3. Search the top floor and provide a LCAN report to the Incident Commander
4. Be assigned to the area above the floor above the fire floor

III. **RAPID INTERVENTION TEAM (RIT) COMPANIES**

**An Engine Company may be assigned RIT duties if a Truck Company is determined (by CAD) to be unable to meet the required response time**

**A. RIT Minimum Equipment Compliment**

1. Thermal Imaging Camera
2. RIT Pack:
  - a. 1 300' rope bag
  - b. 1 Pair of tin snips
  - c. 1 Pair of Raptor Shears
  - d. 1 45 min. air cylinder, face piece and regulator
3. Hand tools (forcible entry/exit)
4. Portable radios – every member of RIT will have a portable radio
5. EMS Bag w/AED, O2 Bag and Mega Mover
6. Set of Elevator Keys
7. “Spec Pak”
8. All Truck and Rescue Companies are equipped with a Level I RIT pack.  
District Chief vehicles are equipped with a Level II RIT pack

**B. RIT Company (minimum of four members):** The RIT Company will proceed into the building with the necessary RIT equipment and any additional compliment of tools and equipment as deemed necessary and report to the Incident Commander or Lobby Control Officer, if one has been designated. Once assigned by the Incident Commander, the RIT Company will proceed to a location on the floor below the fire to complete a RIT R.E.C.O.N. (reference SOG 2110.01 for RIT details).

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: High-Rise Interior Suppression Operations

Topic No:	2114.02
Date:	01-04-23
Approved:	RM
Review Date:	01-04-26
Replaces:	Same, dated 08-15-13

III. **RESCUE COMPANIES**

Special Operations Companies are not required to carry hose, nozzles, or standpipe equipment bags. At the direction of the IC or their designee, the Special Operations Companies can provide unique and specialized equipment and capabilities.

- A. **Rescue Equipment Compliment** - In addition to the standard compliment of truck tools, they should bring the following:
1. Rescue rope bags and equipment
  2. Rotary saw with a metal cutting blade
  3. Other specialized tools as needed

- B. **Rescue Company (Rescue Officer, Engineer, and Two Firefighters):** Rescue companies will be assigned by the Incident Commander based on the specific rescue or Special Operations needs of the given incident or any other duties defined by the Incident Commander.

Consideration should be given to utilizing the Rescue Company in conjunction with the Third Arriving Truck Company to assist with clearing the Fire Attack Stairwell and evacuation stairwell of occupants. This task will assuredly be demanding and may require more than 1 Company to complete successfully.

If the Rescue Company arrives prior to any Truck Companies (for example, in their immediate first arriving response area), the Rescue Company may assume the duties and responsibilities of one of the initial Truck Companies.

IV. **CHIEF OFFICERS**

- A. **First Arriving District Chief - Incident Commander:**  
The first Arriving District Chief will assume the position of Incident Commander. At the discretion of the Incident Commander, the initial command post may be established in the building's command center. Upon confirmation of a working structure fire, the IC should establish an exterior Command Post (CP) as soon as possible. This should occur as soon as the duties and responsibilities of Lobby Control/Systems are assigned. It is recommended that upon confirmation of a working fire, the IC consider requesting a 2<sup>nd</sup> alarm, and establish an appropriate Level II Staging Location.

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: OPERATIONS: HIGH RISE**  
**Topic: High-Rise Interior Suppression Operations**

<b>Topic No:</b>	<b>2114.02</b>
<b>Date:</b>	<b>01-04-23</b>
<b>Approved:</b>	<b><i>RM</i></b>
<b>Review Date:</b>	<b>01-04-26</b>
<b>Replaces:</b>	<b>Same, dated 08-15-13</b>

**B. Second Arriving District Chief – Lobby Control/Systems:**

The second arriving District Chief will report to the Command Post upon arrival and should anticipate the need to address the following Incident priorities and positions:

1. Lobby Control/Systems - an emphasis should be given to assigning these responsibilities to the second Arriving Chief to address the tactical priority of reassigning the first arriving Truck Officer to the Fire Floor.
2. Division/Group Supervisor
3. Branch Director

**C. Shift Commander – Safety Officer:**

The Shift Commander will assume the role of Safety Officer upon arrival, please see SOG 2110.05, Safety Officer Roles and Responsibilities for details.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** High-Rise Exterior Operations

<b>Topic No:</b>	2114.03
<b>Date:</b>	01-04-23
<b>Approved:</b>	RM
<b>Review Date:</b>	01-04-26
<b>Replaces:</b>	Same, dated 08-15-13

**I. Exterior Rescue Operations**

Exterior operations for Truck Company Engineers can be broken down into two categories based on the building height.

**A. Buildings Six Stories or Less in Height**

For buildings that are six stories tall or less in height, members will be using the stairs to conduct interior suppression operations and the Truck Company Engineers will not be utilized for elevator operations. When responding to these types of buildings, the Truck Company members shall consider:

1. **First-In Truck Engineer:** set the aerial to the fire floor for rescue or secondary egress
2. **Second-In Truck Engineer:** set the aerial to the floor above the fire floor for rescue or secondary egress or to the roof
3. **Other Truck Company Members:** assess the need to throw ground ladders for rescue and deploy ladders as needed

**B. Buildings Seven Stories Tall or More in Height**

1. **Imminent Rescue Necessary Upon Arrival:** when there is an imminent rescue presenting upon arrival that is within reach of the aerial, or ground ladders
  - **First-In Truck Engineer:** set the aerial for rescue
  - **Second-In Truck Engineer:** set the aerial for secondary rescue if presenting, if not, the second in Truck Company Engineer shall assume the duties of Elevator Operator as detailed in SOG 2111.17 Elevator Use During Fire Ground Operations.
  - **Other Truck Company Members:** assess the need to throw ground ladders for rescue and deploy ladders as needed
2. **Imminent Rescue Not Necessary or Not Possible Upon Arrival**
  - When there is no rescue presenting or it is not possible due being out of the reach of an aerial or ground ladders
  - The first in Truck Company Engineer shall assume the duties of Elevator Operator as detailed in SOG 2111.17 Elevator Use During Fire Ground Operations.

**II. Water Supply Operations in High-Rise or Low-Rise Standpipe Equipped Buildings**

When buildings have systems that supply water for firefighting, they should be allowed to operate as they are designed. However, recognizing that building systems can and do often fail, the Denver Fire Department is committed to the early establishment of a fire department water supply system to buildings with standpipes and sprinkler systems.

When a building fire pump is present, no attempt should be made to overcome the fire pump unless:

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** High-Rise Exterior Operations

<b>Topic No:</b>	2114.03
<b>Date:</b>	01-04-23
<b>Approved:</b>	RM
<b>Review Date:</b>	01-04-26
<b>Replaces:</b>	Same, dated 08-15-13

1. It is confirmed that the building systems are not capable of supplying enough pressure and volume to attack lines, or
2. It is confirmed that the building fire pump has failed or failed to start.

If either of these situations occur, it is imperative that the Incident Commander identify and assign a Water Supply Supervisor to respond to the pump room to ascertain whether the failure of the system can be rectified.

When the fire department introduces high pressures into building systems early on, there is a high incidence of failure between the FDC and the fire pump room due to damage and stress to building piping and pipe joints. Engineers should always be cognizant to slowly increase pressure within the system when needed or requested. Engineers should always diligently monitor the incident tactical channel and be prepared to supply the building system with pressure as needed.

Water Supply systems for standpipe equipped buildings are divided into two main building types, building with fire pumps and those without:

**C. Fire Pump Equipped Buildings**

Fire Pumps are often present in taller buildings, and some buildings with a large amount of square footage, such as large warehouses and complexes, or large footprint multiple dwellings. These buildings often have PRV's or PRD's to manage pressure created by the fire pump. In these occupancies, the building's pump system is intended to provide the primary water supply for firefighting at a pressure equivalent to what is needed at the top-most standpipe outlet. PRV's on lower floors are set to operate at the correct pressure when the fire pump is on, pumping water at the required pressure. Therefore, fire department Engines must pump at least at the pressure the building's fire pump will pump at, in order for PRV's to operate correctly and supply the proper flow and pressure at outlet valves if the fire pump fails. In newer buildings, the placards on the FDC state the pressure fire department apparatus should supply. This pressure is often surprisingly high. If the building is not equipped with a placard indicating the proper pressure, Engineers are directed to pump to the top floor utilizing the DFD pump chart for calculations. **Extreme caution shall be utilized when pressurizing systems to this standard. Engineers must communicate with fire floor personnel to ensure that adequate pressures are achieved without over-pressurization.**

1. Engineers should charge the system slowly and remain at idle engine speed, with the apparatus in pump gear. Care should be taken to ensure the pump stays cool if no water is flowing through the apparatus pump for a period of time.
2. If the building fire pump fails or fails to start, The Engineer should supply the system with water and bring the pressure up slowly until the required pressure and flow are provided.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** High-Rise Exterior Operations

<b>Topic No:</b>	<b>2114.03</b>
<b>Date:</b>	<b>01-04-23</b>
<b>Approved:</b>	<b>RM</b>
<b>Review Date:</b>	<b>01-04-26</b>
<b>Replaces:</b>	<b>Same, dated 08-15-13</b>

3. Final adjustments and fine tuning to supply pressure should be made after a supply is established and in communication with Fire Attack to perfect the supply to the hand line(s) operating on the fire.
4. If high pressures are anticipated, then supply hose lines to the building should be lashed together with webbing to prevent violent whipping if one line fails.
5. The engine located at the FDC should operate in pressure.

**D. Buildings Without a Fire Pump**

Most of these buildings will have a domestic water supply that keeps the system charged but may not be capable of producing the pressure and volume needed for firefighting. In these buildings, the fire department should be the primary water supply source.

1. Engineers should start by pumping to the fire floor using the DFD pump chart.
2. The Engineer should bring the pressure up slowly until the required flow is provided.
3. Final adjustments and fine tuning to supply pressure should be made after a supply is established and in communication with Fire Attack to perfect the supply to the hand line(s) operating on the fire.
4. The engine located at the FDC should operate in the pressure setting.

**III. The Denver Fire Department High-Rise Water Supply Operations Are Divided Into Two Categories: Primary Water Supply And Secondary Water Supply (When Applicable)**

**A. Primary Water Supply Procedures:**

The first two engine companies on scene and their respective Engineers will be responsible for establishing the primary water supply.

**1. First-Arriving Engine Company:**

The first arriving engine company Engineer should spot the engine as close as possible to the building's fire department connection (FDC) and will provide a minimum of two 3" supply lines from the engine to the FDC. 2-1/2" hose is not considered water supply hose and should not be used for connecting to an FDC.

If the building has a two-inlet FDC, the Engineer should attach a clapped siamese to one of the inlets on the FDC. This will establish a third inlet for the water supply which can be used by the 3<sup>rd</sup> arriving Engine to establish an initial secondary supply.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: High-Rise Exterior Operations

Topic No:	2114.03
Date:	01-04-23
Approved:	RM
Review Date:	01-04-26
Replaces:	Same, dated 08-15-13

This Engineer then prepares to receive supply lines from the Engineer of the second-arriving engine company.

Supply lines to the building's system should be slowly charged as soon as it becomes apparent that a working fire is present.

The building's system should then be supplied based on a determination of which type of supply system is present (fire pump/PRV's vs. no fire pump) and according to the recommendations listed in water supply system types above. The first in engine should pump in PSI mode and in the pressure setting.

**2. Second-Arriving Engine Company:**

The second arriving engine company Engineer (assisted by their crew if necessary) should reverse lay/hand stretch the appropriate supply lines to the first in engine at the FDC and go to work at a hydrant. This will include a minimum of two 3" supply lines from engine-to-engine and should include a 35' 5-inch supply connected to a hydrant.

All supply lines should be charged with water up to the first-arriving engine company at the FDC once it is confirmed that the first engine is prepared to receive water. When pressure is needed or requested, it should be brought up slowly to the correct setting. Both Engineers should communicate with each other to achieve the desired result. The engine located at the hydrant should be in RPM mode (to remove the possibility of the computer attempting to overcorrect for fluctuations in the first in Engine's PSI setting) and start in the volume setting but be prepared to changeover to the pressure setting if needed.

**B. Secondary Water Supply Procedures:**

A secondary water supply should be established at working fires that are not quickly brought under control.

The third and fourth-arriving engine companies and their respective Engineers will be responsible for establishing the secondary water supply.

**The third arriving Engine Company Engineer may become the initial Water Supply Group Supervisor once assigned by Command.**

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: High-Rise Exterior Operations

Topic No:	2114.03
Date:	01-04-23
Approved:	RM
Review Date:	01-04-26
Replaces:	Same, dated 08-15-13

Secondary water supply should be considered a dynamic process. The procedures listed below should be followed as stated, but companies may need to adjust to accommodate for changing conditions on the fire ground.

**1. Third-Arriving Engine Company:**

The Engineer from the third Arriving Engine Company will spot the apparatus as close as possible to a second, interconnected Fire Department Connection (FDC) if one exists. If the building is not equipped with a second FDC, he/she will spot as close as possible to the FDC being used by the first Arriving Engine Company and prepare to initiate appropriate secondary water supply procedures at the discretion of the Incident Commander. The Engineer of the third Arriving Engine Company may become the initial Water Supply Group Supervisor if deemed necessary by the I.C. If assigned, the Water Supply Group Supervisor will coordinate all water supply operations, communicating directly with the Incident Commander (IC) or Exterior Branch Director.

If the fire building is equipped with a second FDC (interconnected), the third-arriving engine company Engineer should spot the engine at the second location and follow the same procedures as those for the primary water supply.

If the fire building is equipped with only one FDC, the third-arriving Engine Company Engineer should spot his/her engine next to the building's FDC. This engine should be located near the first-due engine. One 3" supply line should be stretched and attached to the open inlet on the clappered siamese placed by the first-arriving Engine Company.

Actions that require hose lines going into the building to the first-floor standpipe should be cleared by the Exterior Branch Director or Incident Commander prior to implementation. If the fire does not come under control quickly, the Engineer should locate a first-floor standpipe hose valve connection and if it's not equipped with a pressure reducing valve (PRV), he/she should stretch two 3" supply lines to this location (PRV outlets cannot be pumped into). A clappered siamese, along with the proper adapters, should be attached at this location to establish two inlets for supply. If PRV's are present, then the Engineer should check the floor above for the presence of PRV's and determine if an alternate supply is possible there. If not, the Engineer should stand by and be ready to take over for the primary FDC supply engine if that pump fails while supplying the clappered siamese connected to the FDC by the first engine.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** High-Rise Exterior Operations

<b>Topic No:</b>	<b>2114.03</b>
<b>Date:</b>	<b>01-04-23</b>
<b>Approved:</b>	<i>RM</i>
<b>Review Date:</b>	<b>01-04-26</b>
<b>Replaces:</b>	<b>Same, dated 08-15-13</b>

Third arriving Engineers should plan for and establish a back-up plan for supplying the building with water considering that the piping between the FDC and fire pump may fail. Further, the building may have PRV's present on several of the lower floors which may prevent water supply at lower-floor standpipe outlets. A possible solution may be to supply the building's test header with hose lines for water supply to the pump. This method will require the use of double-female adapters for hose since test header outlets have male threads. Further, there is a labeled "TEST HEADER VALVE" that must be opened in the pump room to allow water to be supplied by the Engine through the test header. Ensure that the supply hoses have been charged prior to opening this valve to counteract any head pressure in the system.

The Engineer should be prepared to receive supply lines from the fourth-arriving engine company. The third in engine should pump in PSI mode and in the pressure setting.

**2. Fourth-Arriving Engine Company:**

The fourth-arriving engine company Engineer (assisted by their crew if necessary) will reverse lay/hand stretch the appropriate supply hose lines to complete the secondary water supply. This will include a minimum of two 3" supply lines from engine-to-engine and should include a 35' 5-inch supply connected to a hydrant.

All supply lines should be charged with water up to the third-arriving engine company at the FDC. The engine located at the hydrant should be in RPM mode (to remove the possibility of the computer attempting to overcorrect for fluctuations in the first in Engine's PSI setting) and start in the volume setting but be prepared to changeover to the pressure setting if needed

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** High-Rise - Definitions

<b>Topic No:</b>	<b>2114.04</b>
<b>Date:</b>	<b>01-04-23</b>
<b>Approved:</b>	<b>RM</b>
<b>Review Date:</b>	<b>01-04-26</b>
<b>Replaces:</b>	<b>Same, dated 08-15-13</b>

**ATRIUM** – a continuous opening through two or more floors other than enclosed stairways, elevators, hoist ways, escalators, plumbing, electrical, air-conditioning or other equipment shafts, which is closed at the top.

**ANNUNCIATOR PANEL** – a graphic display of a building or area of a building that indicates the source of an alarm, or the operation of a fire protection system. This panel may be located at the front entrance, in the Fire Command Center, on each floor, or in each area. Areas of a building that house specific processes or systems, such as a computer room with a special extinguishing system may also have its own annunciator panel. These systems must be connected to the main fire alarm panel.

**AUTO EXPOSURE** – fire spread up the outside of a building, floor-to-floor, by way of the windows or exterior curtain walls. This type of fire spread is common at high-rise fires and places all areas of the building above the fire area in jeopardy.

**BRANCHES-** (Directors) NIMS Terminology- Branches may serve several purposes and may be functional, geographic, or both, depending on the circumstances of the incident. In general, Branches are established when the number of Divisions or Groups exceeds the recommended span of control (5).

**BUILDING COMMUNICATIONS SYSTEMS** – these systems allow Fire Department personnel to transmit information from the Fire Command Center to all or part of the building. They also allow the Command Center to receive information from certain areas within the structure. *(See Topic 2114.26 for further information)*

**CENTER CORE CONSTRUCTION** – a type of construction in which the elevators, stairways, and building support systems are grouped together in the center of the building. The core is usually constructed of concrete and steel or a combination of both, and is fire rated. The floors of the building are usually constructed of concrete poured over metal decking and are supported by protected structural steel or a truss assembly. An exterior wall constructed of glass or stone is fastened to the structural steel frame or truss system supporting the floors. The exterior wall is a curtain wall which leaves a gap between the structural frame and the exterior wall, creating an avenue for fire spread unless quality fire-stopping is installed per code requirements.

**COMMAND STAFF-** NIMS Terminology-The Command Staff report directly to the Incident Commander and provides critical support to both the I.C. and others on the Command Team. These positions can include the Safety Officer, PIO, Liaison Officer and

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** High-Rise - Definitions

<b>Topic No:</b>	2114.04
<b>Date:</b>	01-04-23
<b>Approved:</b>	RM
<b>Review Date:</b>	01-04-26
<b>Replaces:</b>	Same, dated 08-15-13

Intelligence Officer. These positions are not considered to be a part of the Incident Commanders span of control.

**DAMPER** – a device used to control the airflow in the ducts of a building’s heating, ventilation, and air conditioning (HVAC) system.

**DIVISION AND GROUPS**-(Supervisor) NIMS Terminology- Division and/or Groups are established when the number of resources exceeds the manageable span of control (5) of Incident Command. Divisions are established to divide an incident into physical or geographical areas of operation. Groups are established to divide the Incident into functional areas of operation.

**DOOR CONTROL** - Dedicating a member to utilize the opening and closing of a door to manage the fire environment with suppression efforts. Every effort must be made during forcible entry operations to not make a door inoperable (take completely off its hinges) to mitigate the risk of a wind driven fire event.

**ELEVATOR MACHINE ROOM** – a mechanical room or area housing the equipment which operates the elevators. A building that has multiple banks of elevators may have more than one elevator machine room. These rooms are usually found at the top of the elevator shaft when the elevator is of the electric traction type. Some types of elevators, such as hydraulically operated systems, may have a control room at the bottom of the hoist way. Some elevator systems utilize a “machine-room-less” (MRL) elevator control system in which there is no machine room, just a control panel, which may be located on virtually any floor of the building top to bottom. In this type of installation, all of the elevator machine components are located within the hoist way itself. *(Refer to SOG 2111.17, Elevator Use During Fire Ground Operations for further information)*

**ELEVATOR RECALL** – a system installed on an elevator that provides for return of the elevator cars to the designated level of a building in an emergency. The recall may be accomplished automatically when the building goes into alarm, or may only be activated when a switch is operated. Phase I service type for elevator recall only returns the elevator(s) to the designated level and leaves the cars there with the doors open, while Phase II service provides for both recall and subsequent controlled use of firefighters by means of a special key. Most recent high-rise buildings in Denver are fitted with Phase II or “Firefighter’s” service. *(Refer to SOG 2111.17, Elevator Use During Fire Ground Operations for further information)*

**EMERGENCY POWER SYSTEM** – a backup electrical system, generator, batteries, or other acceptable electrical supply that is used when the normal

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** High-Rise - Definitions

<b>Topic No:</b>	2114.04
<b>Date:</b>	01-04-23
<b>Approved:</b>	<i>RM</i>
<b>Review Date:</b>	01-04-26
<b>Replaces:</b>	Same, dated 08-15-13

electrical system in a building fails. Diesel-fueled systems should have an on-site fuel supply of eight hours, and should be capable of operating fire alarms, detection systems, exits, emergency lighting, fire pumps, smoke control equipment, emergency ventilation systems, communication systems, emergency elevator operations (*high rise buildings only*), and processes where interruptions would pose a serious hazard. The controls and/or gauges for this installation may be located in the Fire Command Center.

**FIRE COMMAND CENTER** – the room or area in a high-rise building designed for control of fire operations. This room or area may contain an annunciator panel, fire alarm panel, emergency communications devices, elevator status, elevator control devices, emergency or backup power supply controls, building plans, equipment, keys and handsets to be used by firefighters.

**FIRE DAMPER** – a damper used to restrict the passage of heat, fire, and smoke in the building’s HVAC systems.

**FIRE DEPARTMENT CONNECTION (FDC)** the Fire Department connection on the outside of a building that allows Fire Department engines to supply water to sprinkler and standpipe systems in the building. There may be multiple FDC’s present depending upon the design and height of the building.

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DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** High-Rise - Definitions

<b>Topic No:</b>	<b>2114.04</b>
<b>Date:</b>	<b>01-04-23</b>
<b>Approved:</b>	<b><i>RM</i></b>
<b>Review Date:</b>	<b>01-04-26</b>
<b>Replaces:</b>	<b>Same, dated 08-15-13</b>

**FLOOR AREA SEPARATION** – two types are generally present; open floor space, where the entire floor is one large open area, or compartmentalization, where the floor is divided into fire-rated separations. The open floor concept is commonly found in commercial office buildings, while compartmentalization is more common in residential occupancies.

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DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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**REHABILITATION**-Due to the extreme physical efforts required in fighting a fire in a high-rise building, the issue of rehabilitation must be considered. Even after completing an assigned task, fire companies may be required to walk down many flights of stairs to reach areas of rehabilitation. The condition of firefighters must be monitored for safety.

**INTERIOR REHABILITATION (RE-HAB)** - should be established on lower floors whenever an incident may be of a long duration and the fire is on the upper floors, or when other conditions warrant. This area should be established in a safe area of the building, preferably one or two floors below the Interior Staging Area. The area should contain liquids, food, medical



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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personnel, medical supplies, and communication equipment. Provisions for the transport of immobile personnel should also be considered.

**EXTERIOR REHABILITATION** - should be established for protection from the elements, the media, and other distractions, as well as the safety of personnel. Buildings near the fire building may be suitable for this purpose. This area should also contain refreshments, medical care, and restrooms.

The Incident Commander may choose to assign an Officer in charge of “REHAB.” Assistance from outside agencies such as the Red Cross or Salvation Army may be coordinated under this position.

**SECTIONAL CONTROL VALVES** – manual valves on a sprinkler or standpipe system that control the flow of water to a specific section or floor of the building. These valves are used to control sprinkler or standpipe operations in a specific area without affecting the rest of the system.

**SHUNT TRIP** – a power control system involving building elevator systems that automatically shuts power down to an elevator when a heat detector activates in an elevator hoist way or elevator machine room. Shunt trip systems are present when elevator machine rooms and hoist ways are sprinklered. Shunt trips are designed to make sure that electrical equipment is de-energized prior to the application of water, so that erratic and unpredictable elevator behavior can be thwarted. They are activated by heat detectors in machine rooms and hoist ways.

**SINGLE RESOURCE-** NIMS Terminology –Is an individual, a piece of equipment and its personnel compliment, or a crew or a team of individuals with an identified work supervisor.

**SMOKE CONTROL SYSTEM** – an engineered system that uses mechanical fans to produce pressure differences to control smoke movement across smoke zones. The system is designed to exhaust smoke from the zone in alarm to the exterior of the building and to prevent smoke infiltration to the surrounding zones by pressurization.

**SPRINKLER SYSTEM**– a fire extinguishing system that consists of a network of pipes and sprinkler heads designed to provide water in selected areas of the building. On each floor, the sprinkler heads are usually mounted overhead and spaced to cover approximately 100 square feet. The water supply for the sprinkler system is usually inter-connected to the standpipe system, and fire department engines can also supply water to these systems by way of the fire department connection.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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**STACK EFFECT** – the vertical, natural air movement throughout a high-rise building caused by the difference in temperatures between the inside air and the outside air. Positive stack effect is characterized by a strong draft from the ground floor to the roof and is more significant in colder climates. Negative stack effect causes air to move from upper floors toward the ground floor and occurs in hot climates. Negative stack effect is usually not as dramatic because the difference in temperature is not as great. See Neutral Pressure Plane for a closely related concept.

**STAGING – (Interior)** - At high-rise incidents, an interior staging area is established two floors below the fire floor and reports directly to the Incident Commander. The interior staging area is used to collect and distribute equipment and personnel for the firefighting effort.

**STAIRWAY (EQUIPMENT) SUPPORT UNIT** – a group of firefighters used to transport equipment from the lobby level to the interior staging area by way of the stairwells. This method of equipment transport may be utilized when it is not feasible to use elevators or when deemed appropriate by the IC. The early establishment of an SSU is recommended for serious fires to maintain an adequate supply of tools, equipment, and air cylinders at staging.

**STANDPIPE** – a water supply system installed in a building and used by the Fire Department to provide water for hose lines. Outlets are located either in the stairwell or on each floor within 10 feet of a stairwell door. Multiple outlet locations are required whenever 100 feet (200 feet in fully-sprinklered buildings) of travel from the standpipe to an area is exceeded. The system is supplied by city water mains and a fire pump that will theoretically supply enough volume and pressure to maintain the required flow pressure at the top-most outlet with 500-gpm capacity. Standpipe systems are required in every building four or more stories above grade. Per International Fire Code (IFC), definitions are:

- Class I is a standpipe system equipped with 2-1/2-inch outlets.
- Class II is a standpipe system directly connected to a water supply and equipped with 1-1/2-inch outlets and hose.
- Class III is a standpipe system directly connected to a water supply and equipped with 1-1/2-inch outlets and 2-1/2 inch outlets.

Valve outlets may have Pressure-Reducing Valves (PRVs) or other pressure-restricting devices installed, which could significantly affect the pressure and flow obtained from the standpipe system.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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**STRATIFICATION** – when air or smoke is heated it tends to rise. This rising will continue until the air or smoke cools off, at which point it will tend to accumulate and spread out horizontally. When this occurs inside a high-rise building, the smoke will start to accumulate on floors above the fire, creating additional hazards to persons in those areas. Even though the smoke is cold, it is still very deadly. The Upper Floors Branch Director or any Company that is assigned to the area above the floor above the Fire Floor should aggressively focus on the ventilation and removal of stratified smoke.

**WIND DRIVEN FIRE** – a phenomenon that occurs when winds complicate firefighting efforts. Most notably it happens when windows fail on the windward side of the building resulting in the forceful pushing of heat, fire and smoke back into the building. Common flow paths include hallways and stairwells which firefighters are utilizing for fire attack. This can create dangerous conditions for members operating in these areas. At times a flanking attack from adjoining units may need to be considered if wind conditions prevent attack or advancement at the apartment door. Firefighters should anticipate wind conditions especially on the upper floors of high-rise buildings and be ready to adjust tactics to counter these effects.

**WORKING HIGH-RISE FIRE** – Fire showing from the interior or exterior or heavy black/gray turbulent smoke encountered during interior operations.

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: OPERATIONS: HIGH RISE**

**Topic: Resources**

<b>Topic No:</b>	<b>2114.06</b>
<b>Date:</b>	<b>08-15-2013</b>
<b>Approved:</b>	<b><i>CD</i></b>
<b>Review Date:</b>	<b>08-15-2014</b>
<b>Replaces:</b>	<b>N/A</b>

**I. First Alarm Resources**

- Four Engines
- Two Trucks
- One Rapid Intervention Team
- Rescue 1
- HAMER 1
- Three District Chiefs

**II. Second and all subsequent Alarm Resources**

- Four Engines
- Two Trucks
- 1 District Chief
- Command Staff/Support Personnel

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: Staging

Topic No:	2114.07
Date:	08-15-2013
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Based on the needs of the Incident, the Incident Commander will need to consider the establishment of two Staging Areas.

**Level II (Exterior Staging):** All additional resources requested by the Incident Commander shall respond to the Level II Staging area (unless an assignment has been given by command) and report to the Staging Manager (if assigned) or to the Incident Commander for assignment. The Company Officer of the first arriving apparatus will be initially assigned the duties of Staging Manager. A separate radio channel should be utilized to communicate directly with dispatch to request additional resources and communicate with Interior Staging to deploy resources to interior staging area. **No member shall enter the fire building unless assigned, and shall have full PPE.**

**Interior Staging Officer:** This will be located two floors below the fire floor. The Interior Staging Officer will be the first Company Officer directed by the Incident Commander to report to the Interior Staging area.

Staging Managers will communicate directly to the Incident Commander and are not considered to be part of the overall span of control.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Elevator Operations

<b>Topic No:</b>	<b>2114.08</b>
<b>Date:</b>	<b>08-15-2013</b>
<b>Approved:</b>	<b>CD</b>
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The use of elevators within a high-rise structure fire is a valuable logistical tool to reduce reflex time and firefighter fatigue.

Although elevators can be a very valuable logistical tool, they can also quickly become dangerous and deadly traps. Extreme caution should always be exercised with regard to the use of all elevators.

The following procedures and considerations must be strictly adhered to and enforced by the Incident Commander during fire ground operations including the investigation of Class I Private Fire Alarms, DFD Box Alarms and Alarm Bells Ringing.

- I. If there is Heavy fire upon arrival and the potential of any of the Building systems being compromised, use the stairs
- II. If the alarm panel or size up information indicates there is smoke or fire in the elevator machine room or hoist way, use the stairs  
  
Beware of Elevator Shunt Trip Systems-Please reference Attachment A: Standard Operating Guideline 2111.17 Elevator Operations for definition, clarification and training purposes
- III. If the building is equipped with multiple elevator banks utilize a bank that does not service the fire floor
- IV. Do not use an elevator that is not equipped with Phase I or II "Fire Service Recall and Control" during the pre-control phase of fire ground operations
- V. All personnel shall be equipped with Full PPE, SCBA, the necessary tools and equipment, and a Radio when utilizing an elevator
- VI. Don't overload the elevator
- VII. Designate an Elevator Operator
- VIII. Visually inspect the Hoist-way for Water, Smoke, and Fire
- IX. Never take an elevator below grade
- X. Never take an elevator directly to a reported fire floor or floor of alarm

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**XI. Stop two (2) floors below the reported fire floor or floor of alarm**

These procedures are designed to maximize firefighter safety when utilizing elevators for operations in multi-story and high-rise buildings. These procedures must be strictly adhered to during the Pre-Control Phase of the fire ground or emergency operation. However, keep in mind that once the incident has been brought under control, the Incident Commander or his designee may initiate a more liberal utilization of elevators as a logistical tool, if it is determined safe to do so, if the elevator(s) are operating properly, and if it would positively contribute to the efficiency and effectiveness of the overall fire ground or emergency operation.

Please reference Attachment A: Standard Operating Guideline 2111.17 Elevator Operations for further explanation and training in regards to the safe utilization of Elevators during fire ground operations.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: Tactical Appendix - Definitions

Topic No:	2114.20
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**ATRIUM** – a continuous opening through two or more floors other than enclosed stairways, elevators, hoistways, escalators, plumbing, electrical, air-conditioning or other equipment shafts, which is closed at the top.

**ANNUNCIATOR PANEL** – a graphic display of a building or area of a building that indicates the source of an alarm, or the operation of a fire protection system. This panel may be located at the front entrance, in the Fire Command Center, on each floor, or in each area. Areas of a building that house specific processes or systems, such as a computer room with a special extinguishing system may also have its own annunciator panel. These systems must be connected to the main fire alarm panel.

**AUTO EXPOSURE** – fire spread up the outside of a building, floor-to-floor, by way of the windows or exterior curtain walls. This type of fire spread is common at high-rise fires and places all areas of the building above the fire area in jeopardy.

**BRANCHES-** (Directors) NIMS Terminology- Branches may serve several purposes and may be functional, geographic, or both, depending on the circumstances of the incident. In general, Branches are established when the number of Divisions or Groups exceeds the recommended span of control (5).

**BUILDING COMMUNICATIONS SYSTEMS** – these systems allow Fire Department personnel to transmit information from the Fire Command Center to all or part of the building. They also allow the Command Center to receive information from certain areas within the structure. *(See Topic 2114.26 for further information)*

**CENTER CORE CONSTRUCTION** – a type of construction in which the elevators, stairways, and building support systems are grouped together in the center of the building. The core is usually constructed of concrete and steel or a combination of both, and is fire rated. The floors of the building are usually constructed of concrete poured over metal decking and are supported by protected structural steel or a truss assembly. An exterior wall constructed of glass or stone is fastened to the structural steel frame or truss system supporting the floors. The exterior wall is a curtain wall which leaves a gap between the structural frame and the exterior wall, creating an avenue for fire spread unless quality fire-stopping is installed per code requirements.



DENVER FIRE DEPARTMENT

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**COMMAND STAFF-** NIMS Terminology-The Command Staff report directly to the Incident Commander and provides critical support to both the I.C. and others on the Command Team. These positions can include the Safety Officer, PIO, Liaison Officer and Intelligence Officer. These positions are not considered to be a part of the Incident Commanders span of control.

**DAMPER** – a device used to control the airflow in the ducts of a building’s heating, ventilation, and air conditioning (HVAC) system.

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**ELEVATOR MACHINE ROOM** – a mechanical room or area housing the equipment which operates the elevators. A building that has multiple banks of elevators may have more than one elevator machine room. These rooms are usually found at the top of the elevator shaft when the elevator is of the electric traction type. Some types of elevators, such as hydraulically operated systems, may have a control room at the bottom of the hoist way. Some elevator systems utilize a “machine-room-less” (MRL) elevator control system in which there is no machine room, just a control panel, which may be located on virtually any floor of the building top to bottom. In this type of installation, all of the elevator machine components are located within the hoist way itself. *(See Attachment A for further information)*

**ELEVATOR RECALL** – a system installed on an elevator that provides for return of the elevator cars to the designated level of a building in an emergency. The recall may be accomplished automatically when the building goes into alarm, or may only be activated when a switch is operated. Phase I service type for elevator recall only returns the elevator(s) to the designated level and leaves the cars there with the doors open, while Phase II service provides for both recall and subsequent controlled use of firefighters by means of a special key. Most recent high-rise buildings in Denver are fitted with Phase II or “Firefighter’s” service. *(See Attachment A for further information)*

**EMERGENCY POWER SYSTEM** – a backup electrical system, generator, batteries, or other acceptable electrical supply that is used when the normal

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electrical system in a building fails. Diesel-fueled systems should have an on-site fuel supply of eight hours, and should be capable of operating fire alarms, detection systems, exits, emergency lighting, fire pumps, smoke control equipment, emergency ventilation systems, communication systems, emergency elevator operations (*high rise buildings only*), and processes where interruptions would pose a serious hazard. The controls and/or gauges for this installation may be located in the Fire Command Center.

**FIRE COMMAND CENTER** – the room or area in a high-rise building designed for control of fire operations. This room or area may contain an annunciator panel, fire alarm panel, emergency communications devices, elevator status, elevator control devices, emergency or backup power supply controls, building plans, equipment, keys and handsets to be used by firefighters.

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**REFUGE AREA (AREA OF RESCUE ASSISTANCE)** – an area in a building designed to protect persons in that area from fire and smoke. This may be accomplished by constructing fire-rated barriers, such as walls and doors, around the refuge area, or by means of ventilation, which pressurizes the refuge area and theoretically keeps out the fire and smoke. Usually these areas are located on each floor of a high-rise building, near the elevators or stairways.

**REHABILITATION**-Due to the extreme physical efforts required in fighting a fire in a high-rise building, the issue of rehabilitation must be considered. Even after completing an assigned task, fire companies may be required to walk down many flights of stairs to reach areas of rehabilitation. The condition of firefighters must be monitored for safety.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Tactical Appendix - Definitions

<b>Topic No:</b>	<b>2114.20</b>
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**INTERIOR REHABILITATION (RE-HAB)** - should be established on lower floors whenever an incident may be of a long duration and the fire is on the upper floors, or when other conditions warrant. This area should be established in a safe area of the building, preferably one or two floors below the Interior Staging Area. The area should contain liquids, food, medical personnel, medical supplies, and communication equipment. Provisions for the transport of immobile personnel should also be considered.

**EXTERIOR REHABILITATION** - should be established for protection from the elements, the media, and other distractions, as well as the safety of personnel. Buildings near the fire building may be suitable for this purpose. This area should also contain refreshments, medical care, and restrooms.

The Incident Commander may choose to assign an Officer in charge of “RE-HAB.” Assistance from outside agencies such as the Red Cross or Salvation Army may be coordinated under this position.

**SECTIONAL CONTROL VALVES** – manual valves on a sprinkler or standpipe system that control the flow of water to a specific section or floor of the building. These valves are used to control sprinkler or standpipe operations in a specific area without affecting the rest of the system.

**SHUNT TRIP** – a power control system involving building elevator systems that automatically shuts power down to an elevator when a heat detector activates in an elevator hoist way or elevator machine room. Shunt trip systems are present when elevator machine rooms and hoist ways are sprinklered. Shunt trips are designed to make sure that electrical equipment is de-energized prior to the application of water, so that erratic and unpredictable elevator behavior can be thwarted. They are activated by heat detectors in machine rooms and hoist ways.

**SINGLE RESOURCE-** NIMS Terminology –Is an individual, a piece of equipment and its personnel compliment, or a crew or a team of individuals with an indentified work supervisor.

**SMOKE CONTROL SYSTEM** – an engineered system that uses mechanical fans to produce pressure differences to control smoke movement across smoke

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: Tactical Appendix - Definitions

Topic No:	2114.20
Date:	08-15-2013
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zones. The system is designed to exhaust smoke from the zone in alarm to the exterior of the building and to prevent smoke infiltration to the surrounding zones by pressurization.

**SPRINKLER SYSTEM**— a fire extinguishing system that consists of a network of pipes and sprinkler heads designed to provide water in selected areas of the building. On each floor, the sprinkler heads are usually mounted overhead and spaced to cover approximately 100 square feet. The water supply for the sprinkler system is usually inter-connected to the standpipe system, and fire department engines can also supply water to these systems by way of the fire department connection.

**STACK EFFECT** – the vertical, natural air movement throughout a high-rise building caused by the difference in temperatures between the inside air and the outside air. Positive stack effect is characterized by a strong draft from the ground floor to the roof and is more significant in colder climates. Negative stack effect causes air to move from upper floors toward the ground floor and occurs in hot climates. Negative stack effect is usually not as dramatic because the difference in temperature is not as great. See Neutral Pressure Plane for a closely related concept.

**STAGING – (Interior)** - At high-rise incidents, an interior staging area is established two floors below the fire floor and reports directly to the Incident Commander. The interior staging area is used to collect and distribute equipment and personnel for the firefighting effort.

**STAIRWAY (EQUIPMENT) SUPPORT UNIT** – a group of firefighters used to transport equipment from the lobby level to the interior staging area by way of the stairwells. This method of equipment transport may be utilized when it is not feasible to use elevators or when deemed appropriate by the IC. The early establishment of an SSU is recommended for serious fires to maintain an adequate supply of tools, equipment, and air cylinders at staging.

**STANDPIPE** – a water supply system installed in a building and used by the Fire Department to provide water for hose lines. Outlets are located either in the stairwell or on each floor within 10 feet of a stairwell door. Multiple outlet locations are required whenever 100 feet (200 feet in fully-sprinklered buildings) of travel from the standpipe to an area is exceeded. The system is supplied by city water mains and a fire pump that will theoretically supply enough volume and pressure to maintain the required flow pressure at the top-most outlet with 500-



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: Tactical Appendix - Definitions

Topic No:	2114.20
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gpm capacity. Standpipe systems are required in every building four or more stories above grade. Per International Fire Code (IFC), definitions are:

- Class I is a standpipe system equipped with 2-1/2 inch outlets.
- Class II is a standpipe system directly connected to a water supply and equipped with 1-1/2 inch outlets and hose.
- Class III is a standpipe system directly connected to a water supply and equipped with 1-1/2 inch outlets and 2-1/2 inch outlets.

Valve outlets may have Pressure-Reducing Valves (PRVs) or other pressure-restricting devices installed, which could significantly affect the pressure and flow obtained from the standpipe system.

**STRATIFICATION** – when air or smoke is heated it tends to rise. This rising will continue until the air or smoke cools off, at which point it will tend to accumulate and spread out horizontally. When this occurs inside a high-rise building, the smoke will start to accumulate on floors above the fire, creating additional hazards to persons in those areas. Even though the smoke is cold, it is still very deadly. The Upper Floors Branch Director or any Company that is assigned to the area above the floor above the Fire Floor should aggressively focus on the ventilation and removal of stratified smoke.

**WIND DRIVEN FIRE** – a phenomenon that occurs when winds complicate firefighting efforts. Most notably it happens when windows fail on the windward side of the building resulting in the forceful pushing of heat, fire and smoke back into the building. Common flow paths include hallways and stairwells which firefighters are utilizing for fire attack. This can create dangerous conditions for members operating in these areas. At times a flanking attack from adjoining units may need to be considered if wind conditions prevent attack or advancement at the apartment door. Firefighters should anticipate wind conditions especially on the upper floors of high rise buildings and be ready to adjust tactics to counter these effects.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Tactical Appendix-Command and Control

<b>Topic No:</b>	2114.21
<b>Date:</b>	08-15-2013
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The Denver Fire Department will utilize the NIMS Command Structure for all reported high rise structure fires. The National Incident Management System is very dynamic and fluid which allows Incident Commanders the ability to build a Command Structure that can address any Incident. Due to the dynamic and fluid nature of this system, it is important to identify the specific functions, terminology and assignments within the framework that the Denver Fire Department will utilize during a high rise fire incident.

The following Command and Control areas will be utilized when needed during a high rise structure fire event:

**ICS Supervisory Position Titles:**

Organizational Level	Title	Support Position
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Section)	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Unit	Leader	Manager
Single Resource	Leader	

Within the National Incident Management System (NIMS) resource allocation will begin with the assignment of Single Resources.

- I. Single Resource:** An individual, a piece of equipment and its personnel compliment, or a crew or a team of individuals with an indentified work supervisor.

The Denver Fire Department will define the utilization of a Single Resource as either a crew (Engine 1, Tower 1 etc.) or team. The team concept will be utilized when 2 or more crews are teamed together. This will commonly happen when two Engine Companies are married together to deploy a fire attack line. For example; if Engine 1 and Engine 2 have been assigned the task of deploying an attack line, the IC, Branch Director or Division Supervisor will assign this task and identify a work supervisor. For this example the supervisor will be the Officer from Engine 01 and the balance of Engine 1’s crew along with Engine 2 will be the team. This work supervisor’s radio ID will be “Engine 01.”



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Tactical Appendix-Command and Control

<b>Topic No:</b>	2114.21
<b>Date:</b>	08-15-2013
<b>Approved:</b>	CD
<b>Review Date:</b>	08-15-2014
<b>Replaces:</b>	N/A

Once the incident has progressed to multiple resources and or companies being assigned to specific geographical areas or functional tasks, the implementation of Division/Groups should be considered.

**II. Division and Groups:** (Supervisor) Division and/or Groups are established when the number of resources exceeds the manageable span of control (5) of Incident Command. Divisions are established to divide an incident into physical or geographical areas of operation. Groups are established to divide the Incident into functional areas of operation.

The Denver Fire Department will utilize Divisions within a high-rise structure as a defined geographical area. This will mean that each floor within a high-rise will be referred to as a Division. For example; upon arrival to a reported fire within a high-rise and the fire floor has not been confirmed, the IC may assign the first responding resources to report to the fire floor. This can then be defined as the Fire Floor Division with an identified Division Supervisor. Upon arrival and confirmation of the fire floor the Division Supervisor will radio to Command the specific fire floor. The IC will have the discretion to rename this Division to the actual floor (Division 21 for example) or leave it as the Fire Floor Division. The remaining Division designations will be the actual floor number (the floor below will be Division 20 and the floor above will be Division 22).

The Denver Fire Department will utilize Group designations to identify specific functional assignments with an assigned Group Supervisor. For example, the IC may assign a Company(s) to the specific task of Evacuation. This will be referred to as the Evacuation Group and could necessitate the need for this Group to move to various areas within the fire building to accomplish this task.

As the incident develops beyond the utilization of Divisions/Groups to manage the recommended span of control (5) and/or the Incident Commander identifies the need to expand the command and control organization, the NIMS system recommends the implementation of Branch Level assignments.

**III. Branches:** (Directors) Branches may serve several purposes and may be functional, geographic, or both, depending on the circumstances of the incident. In general, Branches are established when the number of Divisions or Groups exceeds the recommended span of control (5).

The Denver Fire Department will define Branch Level assignments within a high rise structure fire as follows:

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Tactical Appendix-Command and Control

<b>Topic No:</b>	2114.21
<b>Date:</b>	08-15-2013
<b>Approved:</b>	CD
<b>Review Date:</b>	08-15-2014
<b>Replaces:</b>	N/A

**Suppression Branch:** (Director) This Branch includes the fire floor, the floor above, and the floor below. These three floors can be divided into Divisions (Supervisor) based on the needs of the incident.

Example: If the fire floor is on the 16<sup>th</sup> floor the “Suppression Branch” is responsible for the 15<sup>th</sup>, 16<sup>th</sup>, and 17<sup>th</sup> floors. The direction of suppression of the fire can be divided into Division designations such as Fire Floor Division, Division 15, Division 16 and Division 17 etc.

**Upper Floors Branch:** (Director) This Branch includes all floors above the floor above the fire.

Example: If the fire floor is on the 16<sup>th</sup> floor, the “Upper Floors Branch” is responsible for the 18<sup>th</sup> floor to the roof and all activities required within this area. The direction of the Upper Floors Branch can be divided into Group designations, such as Recon Group, Search and Evacuation Group, Ventilation Group etc. This area can also be separated into Divisions if the IC or Branch Director so chooses. This would include Division 18, and Division of all floors to the top floor and the Roof Division.

**Lower Floors Branch:** (Director) This Branch includes all floors below the floor below the fire.

Example: If fire floor is on the 16<sup>th</sup> floor, the “Lower Floors Branch” is responsible for the 14<sup>th</sup> floor downward including the 1<sup>st</sup> floor, basement and or sub basements. The direction of the “Lower Floors Branch” can also be divided into Groups or Divisions. Group designations may include Lobby Control, Building Systems, Stairwell Support, Medical Group etc. If the IC or Branch Director so chooses, the floors within the Lower Floor Branch can be separated into Divisions which could include the division of all floors two floors below the fire floor downward.

The Lower Floors Branch Director will responsible for ensuring that the following areas are assigned when needed:

1. **Lobby Control** whose responsibility is to track the accountability of all companies and personnel that enter the building (See Tactical Appendix: Lobby Control/Accountability, Topic 2114.25).
2. **Building Systems** to direct the building’s fire protection, response and communication systems and ensure proper air movement within the structure. The Building Systems position also includes the responsibility to communicate with the occupants in the building; directing the occupants to either shelter in place or to

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Tactical Appendix-Command and Control

<b>Topic No:</b>	2114.21
<b>Date:</b>	08-15-2013
<b>Approved:</b>	CD
<b>Review Date:</b>	08-15-2014
<b>Replaces:</b>	N/A

evacuate utilizing the appropriate stairwell (See Tactical Appendix: Fire Protection and Building Systems, Topic 2114.27)

3. **Elevator Operations** are the responsibility of the Lower Floors Branch Director. The Elevator Operator is normally the Engineer from the 1<sup>st</sup> due Truck (See Attachment A: Elevator Operations, SOG 2111.17).
4. **Equipment Support** which will be established when needed to shuttle tools, equipment and air cylinders to the staging area located two floors below the fire floor (See Tactical Appendix: Equipment Support Operations, Topic 2114.28).
5. **Rehab** to refresh firefighters, providing adequate fluid and food replacement

**Exterior Branch:** (Director) This position is responsible for all exterior areas surrounding the fire building. The following positions should be considered and established when necessary:

1. **Water Supply** which may be supervised by the Engineer from the third due Engine Company.
2. **Exterior Rehab Unit** which is staffed in cooperation with EMS and established by the Exterior Branch Director.
3. **Police Operations, Support Agencies (non-fire dept.) and Helicopter Operations** may also be the responsibility of the Exterior Branch Director.

**Medical Branch:** (Director)-Upon report of a Structure Fire, Denver Health will dispatch an Ambulance and a Supervisor. The Incident Commander should consider the establishment of the Medical Branch to address the medical needs of the incident and allow this Branch Director the authority to utilize a separate radio channel and the ordering of additional resources.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Tactical Appendix-1<sup>st</sup> Alarm Resource Allocation

<b>Topic No:</b>	2114.22
<b>Date:</b>	08-15-2013
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## I. Initial Response to a Reported High Rise Fire:

- Four Engines
- Two Trucks
- One RIT – Truck Co. (Engine Co. may be assigned)
- Rescue 1
- HAMER 1
- Three District Chiefs.

**Call for additional resources early:** It is recommended that the Incident Commander consider, upon confirmation of a working fire in a high-rise building, requesting a second alarm assignment. This recommendation is in order to operate as safely as possible, to accomplish all of the essential tasks at high-rise fire operations, and establish the necessary positions of the Command and Control System.

### First Alarm Company Assignments

All referenced Command and Control assignments for the initial resource allocation assumes that the Incident Commander has determined that the modular framework of NIMS has progressed beyond Single Resources to Divisions/Groups.

All members are to be in full personal protective equipment (PPE) including SCBA prior to entering the building.

#### A. ENGINE COMPANIES

- All backup/exposure lines shall be equal to or greater in diameter than the primary attack line

##### 1. FIRST ARRIVING ENGINE COMPANY: (Fire Floor)

**First Arriving Engine Company Officer:** The first arriving Engine Company Officer is responsible for the initial fire suppression operations on the fire floor. This Engine Company Officer may be assigned as a Supervisor of the initial Fire Floor Division (if the first Arriving Truck Officer is unavailable) at the discretion of the I.C.

### Officer and two Firefighters

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Tactical Appendix-1<sup>st</sup> Alarm Resource Allocation

<b>Topic No:</b>	2114.22
<b>Date:</b>	08-15-2013
<b>Approved:</b>	CD
<b>Review Date:</b>	08-15-2014
<b>Replaces:</b>	N/A

The Officer and two Firefighters of the first Arriving Engine Company will proceed into the building with a minimum of 200' (four approved high rise packs of either 2" or 2 ½") feet of standpipe hose packs and one standpipe equipment kit.

*The first Arriving Engine Officer shall state initial hose line selection upon arrival on the assigned tactical channel.*

Once the fire location has been established, the Officer should designate an Attack Stair. Selection of the Attack Stair should be based on what is the safest, closest, and fastest way to reach the fire. Smoke Towers should be avoided for use as the Attack Stair due to the possibility of an enhanced Stack Effect, and the potential dangers associated with a wind driven fire. In addition, Smoke Towers are designed specifically for evacuation of building occupants.

**Attack lines shall not be hooked up on the fire floor. All attack lines are stretched from below the fire floor, preferably the floor below.**

**Engineer**

The Engineer from the first Arriving Engine Company spots the apparatus as close as possible to the Fire Department Connection (FDC) and initiates appropriate primary water supply procedures (See Tactical Appendix-Water Supply Operations, Topic 2114.23).

**2. SECOND ARRIVING ENGINE COMPANY: (Fire Floor)**

**Officer and two Firefighters**

The Officer and two Firefighters from the second Arriving Engine Company will assist their engineer, if necessary, with the hose layout to complete the primary water supply.

The Officer and two firefighters from the second Arriving Engine Company then proceed into the building with a minimum of four 2" or 2 ½" standpipe hose packs totaling 200', and one standpipe equipment kit (hose line selection will equal that of the first arriving Engine Companies unless extenuating circumstances dictate deviation which shall be announced on the tactical channel). The second Arriving Engine Company's primary responsibility will be to join the first arriving Engine Company, and assist them with the initial attack hose line as directed by the I.C. If the initial hose line is 2", and the primary attack line is in place the second arriving Engine Company may deploy a backup/exposure line once directed by the IC. This Engine Company will initially be a part of the Fire Floor Division, and under the direction of the

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Tactical Appendix-1<sup>st</sup> Alarm Resource Allocation

<b>Topic No:</b>	2114.22
<b>Date:</b>	08-15-2013
<b>Approved:</b>	CD
<b>Review Date:</b>	08-15-2014
<b>Replaces:</b>	N/A

Division Supervisor (First Arriving Engine/Truck Company Officer). The second Arriving Engine Company may be re-assigned by the Division Supervisor or I.C. as necessary.

**Engineer**

The Engineer of the second Arriving Engine Company lays out the appropriate supply hose lines assisted by his/her crew if necessary. The Engineer spots the pumper apparatus at a hydrant, and initiates a tandem pumping operation, in order to complete the Primary Water Supply (See Tactical Appendix- Water Supply Operations, Topic 2114.23).

**3. THIRD ARRIVING ENGINE COMPANY: (Assigned by I.C.)**

**Officer and two firefighters**

Upon the direction of I.C. the third arriving Engine Company will proceed into the building with a minimum of four 2" or 2 1/2" standpipe hose packs (totaling 200'), one standpipe equipment kit and any other tools as deemed necessary and be prepared to:

1. Proceed to a location two floors below the fire floor, and determine if there is a suitable location on this floor for staging
2. Relieve the first two Engine Companies operating on the fire floor.
3. Stretch, advance, and operate a backup line on the fire floor at the direction and request of the Division Supervisor and/or the IC.
4. Stretch, advance and operate an exposure line on the floor above at the direction and request of the I.C. or Suppression Branch Director if assigned.
5. If and when this Engine Company stretches and operates a second attack hose line, they will be assisted by the fourth Arriving Engine Company, and will operate under the assigned Division Supervisor, Suppression Branch Director or the I.C.

**Attack lines shall not be hooked up on the fire floor. All attack lines are stretched from below the fire floor, preferably the floor below.** (Additional hose lines may have to be hooked up two floors below the fire floor.)

**Engineer**

The Engineer from the third Arriving Engine Company will spot the apparatus as close as possible to a second, interconnected Fire Department Connection (FDC), if one exists. If the building is not equipped with a second FDC, he/she will spot as close as possible to the FDC being used by the first Arriving Engine Company, and prepare to initiate appropriate secondary water supply procedures at the discretion of the Incident Commander. The Engineer of the third Arriving Engine Company may become the initial Water Supply Group Supervisor if deemed

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Tactical Appendix-1<sup>st</sup> Alarm Resource Allocation

<b>Topic No:</b>	2114.22
<b>Date:</b>	08-15-2013
<b>Approved:</b>	CD
<b>Review Date:</b>	08-15-2014
<b>Replaces:</b>	N/A

necessary by the I.C. If assigned, the Water Supply Group Supervisor will coordinate all water supply operations, communicating directly with the Incident Commander (IC) or Exterior Branch Director. (See Tactical Appendix-Water Supply Operations, Topic 2114.23)

**4. FOURTH ARRIVING ENGINE COMPANY: (Assigned by I.C.)**

**Officer and two firefighters**

Upon the direction of I.C., the fourth arriving Engine Company will proceed into the building with the a minimum of four 2" or 2 1/2"(hose line selection of the fourth assigned Engine Company will equal that of the third) standpipe hose packs (totaling 200'), one standpipe equipment kit and any other tools as deemed necessary and be prepared to:

1. Proceed to a location two floors below the fire floor, and determine if there is a suitable location on this floor for staging
2. Relieving the first two Engine Companies operating on the fire floor.
3. Stretching, advancing, and operating a backup line on the fire floor at the direction and request of the Division Supervisor and/or the IC.
4. Stretching, advancing and operating an exposure line on the floor above at the direction and request of the I.C. or Suppression Branch Director if assigned.
5. If and when the fourth Arriving Engine Company stretches and operates a second attack hose line, they will be assisted by the third Arriving Engine Company, and will operate under the assigned Division Supervisor, Suppression Branch Director or the I.C.

**Engineer**

The Engineer from the fourth Arriving Engine Company locates a secondary water supply (hydrant), and stands by at that location, prepared to complete the necessary hose layout to initiate appropriate Secondary water supply procedures if necessary, and upon orders from the Incident Commander. (See Tactical Appendix- Water Supply Operations, Topic 2114.23)

**B. TRUCK COMPANIES**

Depending on conditions upon arrival, arriving Truck Companies may be needed to complete rescue operations on the exterior. The Truck Company Officer should direct his/her engineer to spot the aerial or tower apparatus as appropriate, for any elevated rescue, or potential rescue needs, and secondary egress for firefighters operating inside the building. Consideration should be given to spotting on a corner of the building to maximize scrub area to two sides of the building. If an immediate rescue situation exists, the Company Officer will assign his/her members as appropriate, to effect rescue.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Tactical Appendix-1<sup>st</sup> Alarm Resource Allocation

<b>Topic No:</b>	2114.22
<b>Date:</b>	08-15-2013
<b>Approved:</b>	CD
<b>Review Date:</b>	08-15-2014
<b>Replaces:</b>	N/A

**1. FIRST ARRIVING TRUCK COMPANY: (Fire Floor)**

**Officer, Engineer and two firefighters**

The first Arriving Truck Company Officer will be the initial Incident Commander, if a District Chief is not on scene.

If no exterior rescue situation exists, the Officer two Firefighters, and the Engineer (if not assigned to operate the aerial apparatus) from the first Arriving Truck Company will proceed into the building with the necessary compliment of tools and equipment (See Tactical Appendix-Tools and Equipment Topic 2114.24)

During a PFAS or DFD Box alarm investigation, when no District Chief is on scene, the first Arriving Truck Officer will remain in the lobby area or fire command center if one exists. If a fire is confirmed during the investigation or the initial call is reported as a high rise fire, then the first Arriving Truck Company Officer may proceed to the fire floor and assume the Fire Floor Division Supervisor once the first arriving Chief is on scene, Command is transferred and is directed by the IC. The first Arriving Truck Officer will note the locations of alarm(s), any changes from a normal building condition from the fire panel or command center and obtain a set of building keys and communication handsets if available.

If fire is located above the sixth floor an elevator may be used to transport firefighters. The first Arriving Truck Company Engineer is assigned to become the **Elevator Operator**. (See Attachment A)

Members of the first Arriving Truck Company will initially be under the supervision of the first Arriving Engine Company Officer if the First Arriving Truck Officer has established Incident Command or is directed to remain in the command center upon the arrival of the first Arriving Chief.

Members of the first Arriving Truck Company may be required to provide; reconnaissance, forcible entry, primary search, rescue of occupants, pre-control overhaul, determination of the potential for wind driven fire conditions, establishment of firefighter areas of refuge, and if necessary, assist with the first hose line as directed by the assigned Division Supervisor or IC (especially in situations where the fire is discovered during a PFAS Class I or Box Alarm investigation, or if the second Arriving Engine is not expected to be on scene momentarily). Once an attack stairwell is selected, if the stairwell door is intact, the attack stairwell should be searched, while control of the fire floor door is maintained, at least 5 floors above the fire floor to clear the stairwell of people who are attempting to exit the building via the attack stairwell. Once the fifth floor above the fire floor is reached, members should call out to people in the



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Tactical Appendix-1<sup>st</sup> Alarm Resource Allocation

<b>Topic No:</b>	2114.22
<b>Date:</b>	08-15-2013
<b>Approved:</b>	CD
<b>Review Date:</b>	08-15-2014
<b>Replaces:</b>	N/A

stairwell to make an effort to contact them if they are in the stairwell and assist them to safety or direct them to exit below the fire floor.

**2. SECOND ARRIVING TRUCK COMPANY: (Assigned by I.C.)**

**Officer, Engineer and two firefighters**

If no exterior rescue situation exists, the Officer, Engineer and two Firefighters, once assigned by the I.C. will proceed into the building with the necessary compliment of tools and equipment (See Tactical Appendix-Tools and Equipment 2114.24) and be prepared to:

- A. Report to and establish an Interior Staging Area
- B. Ascend to the floor above the fire and establish the assigned Division Supervisor and provide a Location, Conditions, Actions and Needs (LCAN Report) report to the I.C. with specific information regarding smoke or fire extension onto the floor above.
- C. Be assigned to the Fire Floor Division Supervisor and assist with operations on the fire floor.
- D. Be assigned to the area above the floor above the fire floor.

**3. THIRD ARRIVING TRUCK COMPANY: (Initial RIT)**

**An Engine Company may be assigned RIT duties if a Truck Company is determined (by CAD) to be unable to meet the required response time.**

If no exterior rescue operations are directed by the IC, the Officer, Engineer and two firefighters, from the third Arriving Truck Company/RIT will proceed into the building with the necessary RIT equipment and any additional compliment of tools and equipment (See Tactical Appendix-Tools and Equipment Topic 2114.24) as deemed necessary.

Once assigned by the I.C., the third Arriving Truck Company/RIT would proceed to a location on the floor below the fire to operate as the Initial RIT and conduct a RIT R.E.C.O.N.

**C. SPECIAL OPERATIONS COMPANIES**

**1. RESCUE/HAMER COMPANY: (Assigned by the IC)**

**Officer, Engineer, and two firefighters**

These companies will be assigned by the IC based on the specific rescue or Special Operations needs of the given incident or any other duties defined by the I.C.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Tactical Appendix-1<sup>st</sup> Alarm Resource Allocation

<b>Topic No:</b>	2114.22
<b>Date:</b>	08-15-2013
<b>Approved:</b>	CD
<b>Review Date:</b>	08-15-2014
<b>Replaces:</b>	N/A

If the Rescue/HAMER Company arrives prior to any Truck Companies (for example, in their immediate first Arriving response area), the Rescue/HAMER Company may assume the duties and responsibilities of the initial Truck Companies.

**D. CHIEF OFFICERS**

**1. FIRST ARRIVING DISTRICT CHIEF: (Incident Commander)**

The first Arriving District Chief will assume the position of Incident Commander. At the discretion of the Incident Commander, the initial command post may be established in the buildings command center. Upon confirmation of a working structure fire, the IC should establish an exterior Command Post (CP) as soon as possible. This should occur as soon as the duties and responsibilities of Lobby Control/Systems are assigned. It is recommended that upon confirmation of a working fire, the IC consider requesting a 2<sup>nd</sup> alarm, and establish an appropriate Level II Staging Location.

**2. SECOND/THIRD ARRIVING DISTRICT CHIEFS:**

The Second/Third Arriving District Chiefs will report to the Command Post upon arrival and should anticipate the need to address the following Incident priorities and positions:

- A. Lobby Control/Systems-an emphasis should be given to assigning these responsibilities to the Second Arriving Chief in order to address the tactical priority of reassigning the first Arriving Truck Officer to the Fire Floor.
- B. Division/Group Supervisor
- C. Branch Director
- D. Safety Officer

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: Tactical Appendix-Water Supply

Topic No:	2114.23
Date:	08-15-2013
Approved:	CD
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**I. Water Supply Operations in Standpipe equipped buildings**

**A. High-rise / low-rise standpipe equipped building water supply procedures:**

When buildings have systems that supply water for firefighting, they should be allowed to operate as they are designed. However, recognizing that building systems can and do often fail, the Denver Fire Department is committed to the early establishment of a fire department water supply system to buildings with standpipes and sprinkler systems.

When a building fire pump is present, no attempt should be made to overcome the fire pump unless:

1. It is confirmed that the building systems are not capable of supplying enough pressure and volume to attack lines, or
2. It is confirmed that the building fire pump has failed or failed to start.

If either of these situations occur, it is imperative that the Incident Commander identify and assign a Water Supply Supervisor to respond to the pump room to ascertain whether or not the failure of the system can be rectified.

When the fire department introduces high pressures into building systems early on, there is a high incidence of failure between the FDC and the fire pump room due to damage and stress to building piping and pipe joints. Engineers should always be cognizant to slowly increase pressure within the system when needed or requested. Engineers should always diligently monitor the incident tactical channel and be prepared to supply the building system with pressure as needed.

**II. Water Supply systems for standpipe equipped buildings are divided into two main building types:**

**A. Fire Pump equipped buildings.**

Fire Pumps are often present in taller buildings, and some buildings with a large amount of square footage, such as large warehouses and complexes. These buildings often have PRV's or PRD's to manage pressure created by the fire pump. In these occupancies, the building's pump system is intended to provide the primary water supply for firefighting at a pressure equivalent to what is needed at the top-most standpipe outlet. PRV's on lower floors are set to operate at the correct pressure when the fire pump is on, pumping water at the required pressure. Therefore, fire department Engines must pump at least at the pressure the building's fire pump will pump at, in order for PRV's to operate correctly and supply the proper flow and pressure at outlet valves if the fire pump fails. In newer buildings, the placards on the

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: Tactical Appendix-Water Supply

Topic No:	2114.23
Date:	08-15-2013
Approved:	CD
Review Date:	08-15-2014
Replaces:	N/A

FDC state the pressure fire department apparatus should supply. This pressure is often surprisingly high. If the building is not equipped with a placard indicating the proper pressure, Engineers are directed to pump to the top floor utilizing the DFD pump chart for calculations. **Extreme caution shall be utilized when pressurizing systems to this standard. Engineers must communicate with fire floor personnel to ensure that adequate pressures are achieved without over-pressurization.**

1. Engineers should charge the system and remain at idle engine speed, with the apparatus in pump gear. Care should be taken to ensure the pump stays cool if no water is flowing through the apparatus pump for a period of time.
2. If the building fire pump fails or fails to start, The Engineer should supply the system with water and bring the pressure up slowly until the required pressure and flow are provided.
3. Final adjustments and fine tuning to supply pressure should be made after a supply is established and in communication with Fire Attack to perfect the supply to the hand line(s) operating on the fire.
4. If high pressures are anticipated, then supply hose lines to the building should be lashed together with webbing to prevent violent whipping if one line fails.
5. The engine located at the FDC should operate in pressure.

**B. Buildings that do not have a fire pump.**

Most of these buildings will have a domestic water supply that keeps the system charged, but may not be capable of producing the pressure and volume needed for firefighting. In these buildings, the fire department should be the primary water supply source.

1. Engineers should start by pumping to a range as listed on the DFD pump chart.
2. The Engineer should bring the pressure up slowly until the required flow is provided.
3. Final adjustments and fine tuning to supply pressure should be made after a supply is established and in communication with Fire Attack to perfect the supply to the hand line(s) operating on the fire.
4. The engine located at the FDC should operate in the pressure setting.

**III. The Denver Fire Department high-rise water supply operations are divided into two categories: Primary water supply and Secondary water supply (when applicable).**

**A. Primary Water Supply Procedures:**

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Tactical Appendix-Water Supply

<b>Topic No:</b>	2114.23
<b>Date:</b>	08-15-2013
<b>Approved:</b>	CD
<b>Review Date:</b>	08-15-2014
<b>Replaces:</b>	N/A

The first two engine companies on scene and their respective Engineers will be responsible for establishing the primary water supply.

**1. First-arriving Engine Company:**

The first-due engine company Engineer should spot his/her engine as close as possible to the building's fire department connection (FDC) and will provide a minimum of two 3" supply lines from the engine to the FDC. 2-1/2" hose is not considered water supply hose, and should not be used for connecting to an FDC.

If the building has a two-inlet FDC, the Engineer should attach a clapped siamese to one of the inlets on the FDC. This will establish a third inlet for the water supply which can be used by the 3<sup>rd</sup> arriving Engine to establish an initial secondary supply.

This Engineer then prepares to receive supply lines from the Engineer of the second-arriving engine company.

Supply lines to the building's system should be charged as soon as it becomes apparent that a working fire is present.

The building's system should then be supplied based on a determination of which type of supply system is present (fire pump / PRV's vs. no fire pump) and according to the recommendations listed in water supply system types above.

**2. Second-arriving Engine Company:**

The second-due engine company Engineer (assisted by their crew if necessary) should reverse lay/hand jack the appropriate supply lines to complete the primary water supply. This will include a minimum of two 3" supply lines from engine-to-engine and should include a 35' 5-inch supply connected to a hydrant.

All supply lines should be charged with water up to the first-arriving engine company at the FDC once it is confirmed that the first engine is prepared to receive water. When pressure is needed or requested, it should be brought up slowly to the correct setting. Both Engineers should communicate with each other to achieve the desired result. The engine located at the hydrant should start in volume, but may have to changeover to pressure if needed.

**B. Secondary Water Supply Procedures:**

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Tactical Appendix-Water Supply

<b>Topic No:</b>	2114.23
<b>Date:</b>	08-15-2013
<b>Approved:</b>	CD
<b>Review Date:</b>	08-15-2014
<b>Replaces:</b>	N/A

A secondary water supply should be established at working fires that are not quickly brought under control.

The third and fourth-arriving engine companies and their respective Engineers will be responsible for establishing the secondary water supply.

**The third arriving Engine Company Engineer may become the initial Water Supply Group Supervisor once assigned by Command.**

Secondary water supply should be considered a dynamic process. The procedures listed below should be followed as stated, but companies may need to make adjustments to accommodate changing conditions on the fire ground which could require changes to the guideline as stated.

**1. Third-arriving Engine company:**

If the fire building is equipped with a second FDC (interconnected), the third-arriving engine company Engineer should spot his/her engine at this second location and follow the same procedures as those for the primary water supply.

If the fire building is equipped with only one FDC, the third-arriving Engine Company Engineer should spot his/her engine next to the building's FDC. This engine should be located near the first-due engine. One 3" supply line should be stretched and attached to the open inlet on the clapped siamese placed by the first-arriving Engine Company.

Actions that require hose lines going into the building to the first floor standpipe should be cleared by the Exterior Branch Director or Incident Commander prior to implementation. If the fire does not come under control quickly, the Engineer should locate a first floor standpipe hose valve connection and if it's not equipped with a pressure reducing valve (PRV), he/she should stretch two 3" supply lines to this location. A clapped siamese, along with the proper adapters, should be attached at this location in order to establish two inlets for supply. If PRV's are present then the Engineer should check the floor above for the presence of PRV's and determine if an alternate supply is possible there. If not, the Engineer should stand by and be ready to take over for the primary FDC supply engine if that pump fails. In the mean time, supply the clapped siamese connected to the FDC by the first engine.

The Engineer should be prepared to receive supply lines from the fourth-arriving engine company.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Tactical Appendix-Water Supply

<b>Topic No:</b>	2114.23
<b>Date:</b>	08-15-2013
<b>Approved:</b>	CD
<b>Review Date:</b>	08-15-2014
<b>Replaces:</b>	N/A

**2. Fourth-arriving Engine Company:**

The fourth-arriving Engine Company Engineer (assisted by their crew if necessary) will reverse lay/hand jack the appropriate supply hose lines to complete the secondary water supply. This will include a minimum of two 3” supply lines from engine-to-engine and should include a 35’ 5-inch supply connected to a hydrant.

All supply lines should be charged with water up to the third-arriving engine company at the FDC. The engine located at the hydrant should start in volume, but may have to changeover to pressure if needed.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: Tactical Appendix-Tools and Equipment

Topic No:	2114.24
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Replaces:	SOG 2114.06 (titled High Rise Tools and Equipment) dated 10-12-11

Tool and Equipment requirements/recommendations for High Rise incidents are listed below by Company type:

**I. 1<sup>st</sup> Arriving Engine Companies:**

- A. Full PPE and SCBA
- B. Initial attack line selection:
  - 1. 200' Minimum of 2" or 2 ½" hose (3 standard high rise packs plus 1 nozzle pack)
  - 2. Smooth Bore Nozzle – 1" (for 2") or 1 1/8" (for 2 ½") minimum tip size
  - 3. Standpipe Equipment Bag
- C. Set of Forcible Entry/Exit Irons (optional)

**II. 2<sup>nd</sup> Arriving Engine and all subsequent Engine Companies:**

- A. Full PPE and SCBA
- B. Initial attack line selection:
  - 1. 200' of 2" or 2 ½" hose (3 standard high rise packs plus 1 nozzle pack, or 2 standard high rise packs plus 2 nozzle packs). Engine companies may use their discretion to configure two nozzle packs vs. one.
  - 2. Smooth Bore Nozzle – 1" or 1-1/8" minimum tip size depending on hose line selection
  - 3. Standpipe Equipment Bag
- C. Set of Forcible Entry/Exit Irons (optional)
- D. Spare SCBA air cylinders (optional – consider if after 2<sup>nd</sup> due)

**III. Hose Packs and Standpipe Equipment Bag Configuration**

- A. The Denver Fire Department requires a standardized configuration for high rise hose packs (2" and 2 ½" hose), nozzle section packs and the standpipe equipment bag. *This configuration is the only authorized arrangement approved by the Department.* Set up your equipment per the photos and description listed below:

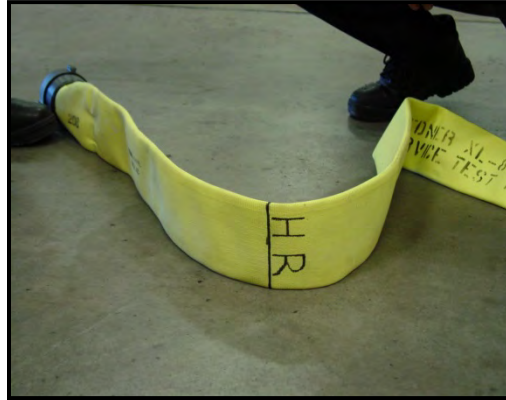


DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: Tactical Appendix-Tools and Equipment

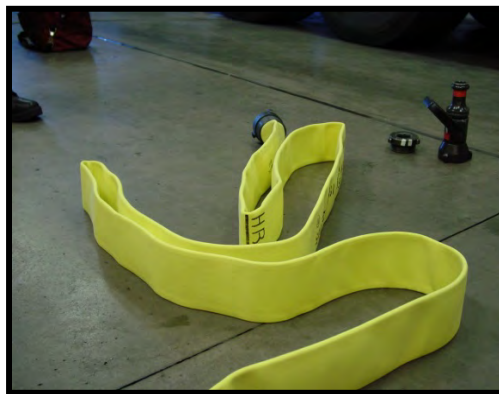
Topic No:	2114.24
Date:	08-15-2013
Approved:	CD
Review Date:	08-15-2014
Replaces:	SOG 2114.06 (titled High Rise Tools and Equipment) dated 10-12-11



Start with the female coupling end with fold line and “HR” marking.



The first fold is at the “HR” mark when making a hose pack.



Hose is folded in a horseshoe pattern with the first fold going to the right of the female coupling and the second fold going to the left. This process is continued throughout while making the hose pack. (Picture for illustration only)

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: Tactical Appendix-Tools and Equipment

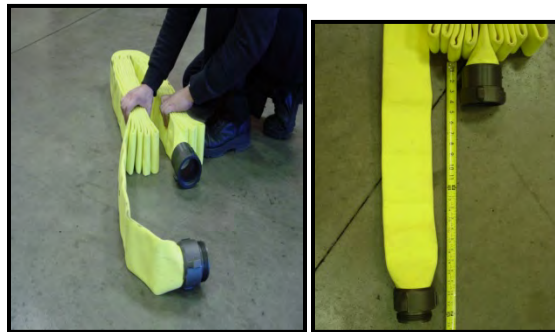
Topic No:	2114.24
Date:	08-15-2013
Approved:	CD
Review Date:	08-15-2014
Replaces:	SOG 2114.06 (titled High Rise Tools and Equipment) dated 10-12-11



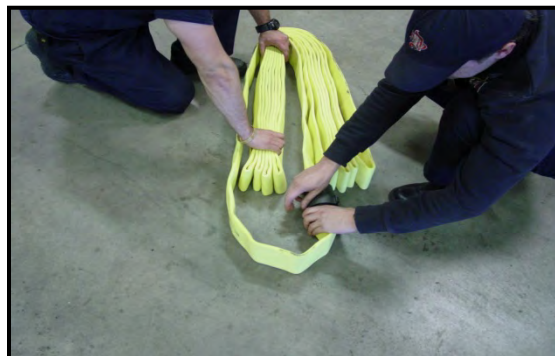
Two members assemble the pack, one on each side. They hold the pack tight as the hose is folded in the horseshoe. 1 member works the top of the pack, and the other works near the couplings.



Folds stop short of the coupling and are staggered to keep the pack compact at the coupling end.



Hose left at the end is used as "tail" to protect the male coupling and facilitate hook-up at the drop point during deployment. Tail length, from the end of the folds to end of the coupling shall not exceed 24" so as not to become a hazard.



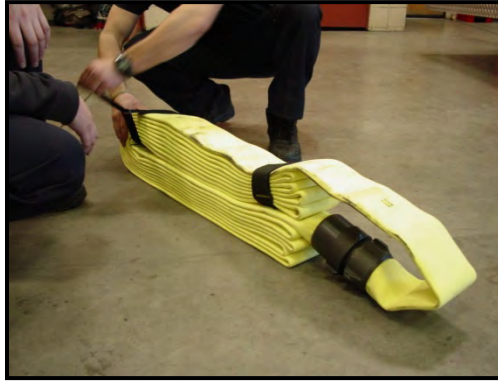
The male coupling is connected to the female coupling. A few threads is ok, it doesn't need to be tight to the gasket.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: Tactical Appendix-Tools and Equipment

Topic No:	2114.24
Date:	08-15-2013
Approved:	CD
Review Date:	08-15-2014
Replaces:	SOG 2114.06 (titled High Rise Tools and Equipment) dated 10-12-11



The hose pack is then flipped up on its side to keep it tight and two straps are applied to the male coupling side. This is important for deployment. Note that the top strap is placed to the male coupling side at the top of the horseshoe.



The pack is flipped over on the other side and the 3<sup>rd</sup> strap is applied. The pack should be stored like this. Note; the straps near the couplings are placed close to the end of the pack to maintain compactness.



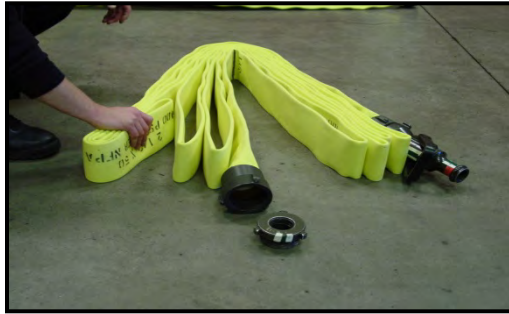
If there is excess hose left at the end of the pack, such as may be the case when making the nozzle section, adjust the male coupling to the desired position and .....

DENVER FIRE DEPARTMENT

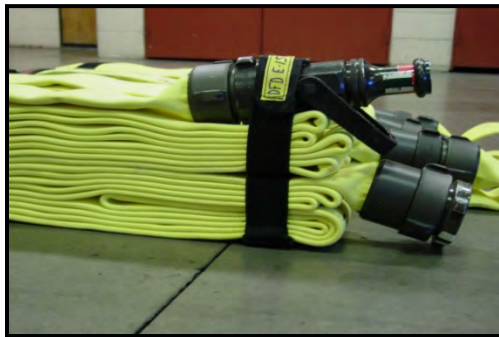
STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: Tactical Appendix-Tools and Equipment

Topic No:	2114.24
Date:	08-15-2013
Approved:	CD
Review Date:	08-15-2014
Replaces:	SOG 2114.06 (titled High Rise Tools and Equipment) dated 10-12-11



Place the excess hose into a fold inside the pack. The nozzle should be placed bale-in with the bale positioned near the last fold of hose. The increaser in the foreground should be threaded into the female coupling of the pack.



Flip the pack up on end and apply the straps as before. The nozzle is captured by the strap near its midpoint. Note the position of the nozzle bale and the increaser.

Note: Initial attack systems incorporating the use of a 2-1/2" x 1-1/2" gated wye and a short leader section of 2-1/2" or 3" hose are prohibited for use by the first and second due Engine Companies unless authorized by the I.C. This equipment may be utilized by later arriving companies as deemed necessary by the IC or Suppression Branch Director.

The Denver Fire Department will no longer authorize the use of separate Standpipe equipment bags for 2" and 2 1/2" hose lines. The only authorized equipment bag will be equipped as stated below. The in-line pressure gauge shall be utilized on all handline deployments regardless of hose size.

**B. Standpipe Equipment Bag Contents:**

1. Spare Nozzles with 1" and 1-1/8" Tip. 1/2" Overhaul Tip
2. In-line Pressure Gauge
3. 2 – 60 degree Elbows
4. Door Search Straps
5. Door Wedges
6. Door Marking Equipment
7. 1 1/2" to 2 1/2" Increaser
8. 2 Lightweight Spanner Wrenches



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: Tactical Appendix-Tools and Equipment

Topic No:	2114.24
Date:	08-15-2013
Approved:	CD
Review Date:	08-15-2014
Replaces:	SOG 2114.06 (titled High Rise Tools and Equipment) dated 10-12-11

9. Aluminum Pipe Wrench, (Spare Control Wheels, if possible)
10. Threaded Adapters. 2-1/2" and 1-1/2"
11. Wire Brush



1" Smooth Bore Tip 210 GPM @ 50psi and 1 1/8" Smooth Bore Tip 266 GPM @ 50psi



2 1/2" In-line Pressure Gauge  
Mark as shown:

- Company designation
- Add 5 psi per floor above standpipe outlet
- 2"- 100 FT 80PSI
- 2"- 150 FT 95PSI
- 2"- 200 FT 110PSI
- 2 1/2"-150 FT 65PSI
- 2 1/2"-200 FT 70PSI
- 2 1/2"-250 FT 75PSI

2 ea. 2 1/2" 60 degree elbows

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: Tactical Appendix-Tools and Equipment

Topic No:	2114.24
Date:	08-15-2013
Approved:	CD
Review Date:	08-15-2014
Replaces:	SOG 2114.06 (titled High Rise Tools and Equipment) dated 10-12-11



Door strap search marker  
Light weight tape holds about 5 together.



Door wedges stacked together in the bottom of the bag.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HIGH RISE  
Topic: Tactical Appendix-Tools and Equipment

Topic No:	2114.24
Date:	08-15-2013
Approved:	CD
Review Date:	08-15-2014
Replaces:	SOG 2114.06 (titled High Rise Tools and Equipment) dated 10-12-11



Colored Markers  
Grease Pencils  
Chalk

**IV. Truck Companies:**

- A. Full PPE and SCBA
- B. Truck Companies are not required to carry hose, nozzles or standpipe equipment bags.
- C. The duties of truck companies at these incidents include search, rescue, forcible entry, ventilation, overhaul, and utility control. Tools that are needed for these tasks should be considered and as such a standard compliment of tools should include the following:
  - 1. Set of forcible entry / exit irons (striking tool and prying tool)
  - 2. Pike pole or hook (pulling tool). Short or long, selected for occupancy and task.
  - 3. Hydraulic forcible entry tool. (Hydra Ram / Rabbit Tool)
  - 4. Search rope / tag line
  - 5. Thermal imaging camera
  - 6. Elevator key set
  - 7. Water can or light water extinguisher (consider for residential occupancies)
  - 8. Spare air cylinders (optional)

**V. Special Operations Companies:**

- A. Full PPE and SCBA
- B. Special Operations Companies are not required to carry hose, nozzles, or standpipe equipment bags.
- C. At the direction of the IC or their designee, the Special Operations Companies can provide unique and specialized equipment and capabilities. In addition to the standard compliment of truck tools, they should bring the following:
  - 1. Rescue 1

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Tactical Appendix-Tools and Equipment

<b>Topic No:</b>	2114.24
<b>Date:</b>	08-15-2013
<b>Approved:</b>	CD
<b>Review Date:</b>	08-15-2014
<b>Replaces:</b>	SOG 2114.06 (titled High Rise Tools and Equipment) dated 10-12-11

1. Rescue rope bags and equipment
2. Rotary saw with a metal cutting blade
3. Other specialized tools as needed

2. HAMER 1

1. RIT bag
2. Quad gas meters
3. HCN meters
4. Other metering equipment as needed
5. Other specialized tools as needed

**VI. Rapid Intervention Team**

- A. Full PPE and SCBA
- B. Set of Irons (forcible entry tools)
- C. Hydraulic Forcible Entry Tool (Hydra-Ram / Rabbit Tool)
- D. Pike pole (short for residential, long for commercial)
- E. Search Rope
- F. Set of Elevator Keys
- G. Thermal Imaging Camera (TIC),
- H. RIT Pack and RIT Search Ropes
- I. Stokes Basket



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Tactical Appendix-Lobby Control / Accountability

<b>Topic No:</b>	2114.25
<b>Date:</b>	08-15-2013
<b>Approved:</b>	CD
<b>Review Date:</b>	08-15-2014
<b>Replaces:</b>	N/A

**I. LOBBY CONTROL / ACCOUNTABILITY**

The Lobby Control is responsible for:

- A.** Tracking the accountability of all companies and personnel that enter and exit the building according to the Operations / Safety / Personnel Accountability System SOG (Topic # 2110.03). The establishment of Level II Accountability should be anticipated and put in place early on. Duties include:
  - 1. Collection and management of ID Tags from all members entering the building.
  - 2. Confirmation that any fire department member going above the main floor of the fire building:
    - a. Has been assigned into the building
    - b. Is wearing PPE
    - c. Has checked in with the Fire Command Center and received the necessary equipment
    - d. Checks out with the Command Center to return all building equipment and keys prior to exiting.
- B.** Monitoring and control of the Fire Command Center and Building Systems.

As the incident develops, the assigned Lobby Control/Systems Supervisor may select an Officer or Company and assign the duties of the Lobby Control to them. Once Lobby Control is transferred, the assigned Lobby Control /Systems Supervisor may assume the remaining duties and responsibilities of the Lower Floor Branch Director which will include:

- C.** Assignment, monitoring and control of elevators
- D.** Control of all building access points and direction of personnel to correct routes
- E.** Control of stairways and direction of building occupants to proper exits
- F.** Firefighter access for ventilation
- G.** Equipment support operations

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Tactical Appendix-Communications /  
Communications Systems

<b>Topic No:</b>	2114.26
<b>Date:</b>	08-15-2013
<b>Approved:</b>	CD
<b>Review Date:</b>	08-15-2014
<b>Replaces:</b>	SOG 2114.02 (titled High Rise Communications) dated 10-12-11

Communications are a major concern at a high-rise incident. Information collection and dissemination can be accomplished by efficiently using the various systems available. These systems include:

- I. Fire Department Radios** - A two-way communication system with various channels that allows communication between companies, commanders, and dispatchers. The most commonly used channels are the radio-to-radio and the district repeater. Limitations of this system may include poor reception due to building design or location within the building.
- II. Firefighter Handsets** – A two-way communication system installed in the building which allows a firefighter at a remote location to plug the handset into a phone jack and talk to the Fire Command Center. Phone jacks are located by pull stations, elevator lobbies, and in elevator cars. Fire Warden Phones, which are hard-wired, are part of this system. They are found in mechanical rooms and elevator rooms. Limitations of this system include one-way initiation of the call (the Fire Command Center cannot initiate the contact), number of calls the system or the Fire Command Center personnel can handle, and possible mechanical failure due to fire conditions.
- III. Building PA (Public Address Systems)** – A one-way communication system installed in the building that allows the Fire Command Center personnel to make announcements to all or parts of the building. These systems are normally used to make announcements to occupants in the building.
- IV. Building Security and Maintenance Radios** – A two-way communication system present in the building normally used by building personnel in their daily routines. Often their radios work more efficiently than the Fire Department radios. A security or maintenance person in the Fire Command Center can be used to relay information to other areas of the building through other building personnel.

Fire Department radios, intercoms, and firefighter handsets will be used for operation purposes, and building radios may be used for maintaining and operating building systems, with the assistance of building engineers.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Tactical Appendix-Fire Protection Systems / Building Systems

<b>Topic No:</b>	2114.27
<b>Date:</b>	08-15-2013
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<b>Replaces:</b>	SOG 2114.03 (titled High Rise Fire Protection) dated 10-12-11

**FIRE PROTECTION SYSTEMS / BUILDING SYSTEMS**

The following systems are often present in high rise buildings. Many of these systems can be supervised in the Fire Command Center (FCC).

- I. Automatic Fire Protection Systems**
  - A. Standpipes
  - B. Sprinklers
  - C. Fire Pumps
  
- II. Fire Alarm Systems**
  - A. Fire Alarm Panel
  - B. Manual Pull Stations
  - C. Audible and Visible Notification
  
- III. Fire Detection Systems**
  - A. Smoke Detectors
  - B. Heat Detectors
  - C. Beam Detectors
  
- IV. Communication Systems**
  - A. Firefighter Telephones / Handsets
  - B. Refuge area Intercoms
  - C. One-Way Communications (public address system)
  - D. Bi Directional Amplifiers (BDA's) – sometimes referred to as “building repeaters”
  
- V. Smoke Control Systems**
  - A. Stairway and Elevator Pressurization
  - B. Exhaust Systems
  
- VI. Emergency Power Systems**
  - A. Generators
  - B. Battery Banks

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Tactical Appendix-Equipment Support Operations

<b>Topic No:</b>	2114.28
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<b>Replaces:</b>	SOG 2114.05 (titled High Rise Stairway Support Operations – SST) dated 10-12-11

A fire in a high-rise building may require that equipment be transported to the fire area. It may be necessary to utilize an elevator or establish a Equipment-Stairway Support Team for the movement of equipment.

If the Incident Commander or Lower Floor Branch Director authorizes the use of an elevator to assist with the movement of equipment, the use of the elevator will be in compliance with the Elevator Operations (SOG-2111.17-Attachment A) Guideline.

Equipment Support Operations take a variety of forms:

- I. Relay Operations:** One firefighter is assigned to each floor in the stairway. A company of four persons can cover four floors, and ten companies can supply 40 floors. Each firefighter is responsible for transporting any equipment that arrives on that floor up to the next floor. Each firefighter has all PPE available. Benefits of this method include reduction in the amount of physical strain on the firefighters compared to climbing the entire building; a continuous chain that can continually move equipment is formed; and communication between companies is maximized. Drawbacks of this method include the chain cannot start operation until all links in the chain are present and ready; it takes a long time to set up; it requires more staffing; and a breakdown in one link of the chain can cause equipment movement to slow down or stop.
  
- II. Entire Trip Operations:** Companies are assigned to take specific equipment to the fire area. Members must wear all PPE. Major benefits of this operation are that equipment is quicker to arrive on the fire floor, the system can be set up and operational soon after arrival on scene, and it takes fewer members to operate. Drawbacks include the physical strain on individual firefighters, sporadic equipment arrival on the fire floor, diminished communication between companies, and the limited amount of equipment that can be carried by each firefighter.

It is very important that Company Officers within the Equipment Support chain monitor their crew members throughout the operation for dehydration and fatigue. This operation will be extremely demanding and will require firefighters in top physical condition.

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Tactical Appendix-EMS / Medical

<b>Topic No:</b>	<b>2114.29</b>
<b>Date:</b>	<b>08-15-2013</b>
<b>Approved:</b>	<b>CD</b>
<b>Review Date:</b>	<b>08-15-2014</b>
<b>Replaces:</b>	<b>SOG 2114.11 (titled High Rise EMS Operations) dated 10-12-11</b>

An ALS ambulance and Supervisor will be dispatched to all high-rise incidents. Major high-rise incidents may require the Incident Commander to establish a Medical Branch, in accordance with NIMS. By establishing a Medical Branch this will allow for the Branch Director to order additional resources along with being able to utilize a separate radio channel. The first-arriving ambulance team or supervisor will report to the Level II Staging Area (if established) or IC for assignment. The Incident Commander will approve the location for triage.

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section:** OPERATIONS: HIGH RISE  
**Topic:** Tactical Appendix-Denver Police / Support Agencies

<b>Topic No:</b>	<b>2114.30</b>
<b>Date:</b>	<b>08-15-2013</b>
<b>Approved:</b>	<b>CD</b>
<b>Review Date:</b>	<b>08-15-2014</b>
<b>Replaces:</b>	<b>SOGs 2114.12 (titled High Rise Police Operations) and 2114.09 (titled High Rise Support Personnel), both dated 10-12-11</b>

- I.** The Denver Police Department will dispatch units requested by the Incident Commander to the scene of a high-rise incident. Their responsibilities may include:
  - A. Traffic Control
  - B. Crowd Control
  - C. Landing Zones and Air Space control for Helicopter Operations
  - D. Protection of the Command Post and other Fire Department Areas
  - E. Security at the Exterior Staging Areas
  - F. Establishment and Maintenance of Zones and Perimeters
  - G. Other Assistance as Requested by Incident Command
  
- II.** Security of the scene is under the control of the Denver Police Department. The Police Commander will report to the Command Post upon arrival. Police Department personnel will not be allowed in areas or situations that expose them to smoke or fire.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Stipulation Agreement Certified Members  
Rescue Company

Topic No:	2115.01-1A
Date:	11-15-18
Approved:	CDIII
Review Date:	11-15-20
Replaces:	N/A

**Members are required to certify and maintain recognized and approved certifications under DFD SOGs 2115.01. Members shall demonstrate competency for these required certifications under the required timelines:**

- Water Rescue **yearly** practical requirements. ERDI Waterman ship test, Dry suit and AGA pool skills, 5 open water dives, under the ice dive, and swift water practical skills.
- Hazmat Technician CMCB JPRs and DHMC health physical shall be completed **yearly**.
- Technical Rescue Certification Task Book JPRs (red sections) shall be completed every **three years**.

**Initial Requirements to be placed in technical rescue rotation:**

- DHMC Health physical
- ERDI-swim test, dry suit and AGA skills. Demonstrate to DFD dive instructor, proficiency with search patterns.
- Demonstrate to Rig Captain proficiency with Technical Rescue Technician JPRs.

Once a member has been notified by the Administration Division of their upcoming transfer, the member shall meet with the Company Captain or Special Operations Chief to review this agreement.

By signing below, the member indicates that he/she has been informed of the above requirements and agrees to maintain and successfully complete the above requirements. Pursuant to DFD directive 1008.00 Sections III, Paragraph A, "Failure to meet those requirements, with adequate training opportunities, or a failure to maintain certifications shall result in the member's reassignment"

\_\_\_\_\_  
Member's Printed Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Stipulation Agreement Non-Certified  
Members Rescue Company

Topic No:	2115.01-1B
Date:	11-15-18
Approved:	CDIII
Review Date:	11-15-20
Replaces:	N/A

**Six-month Requirement**

1. **DHMC Dive physical, I.A.R.D.S watermanship test. Open Water Certification (SDI)** – Certification is through Scuba Diving International (SDI) I. The new member must work with a certified DFD Dive instructor, recognizing the issues of scheduling, (i.e. Kelly Days, Vacations, etc.) to meet this timeframe.
2. **Emergency Response Diving International (ERDI I)- Dry suit/ Full Face Mask (AGA) skills** – Demonstrate knowledge of dive equipment and confidence using dry suit and AGA. Attempt ERDI watermanship test, must successfully complete to be placed in **Dive Rotation**.
3. **Technical Rescue- (Task Book)**  
Member shall complete the TRC portion, (Blue Section of Knowledge, Skills and Abilities [KSAs]) of Rope Rescue and Confined Space.

**Twelve-month Requirement**

1. **Swift Water I & II** – Successfully complete DRI swift water I & II certification. New member must work with a certified DFD swift water instructor to complete the training curriculum while recognizing scheduling and weather issues.
2. **ERDI II**– Successful completion of ERDI Certification through Emergency Response Diving International, Successful completion of the ERDI watermanship test.
3. **Technical Rescue- (Task Book)**- Member shall complete the TRC portion, (Blue Section of KSAs) of Trench Rescue and Structural Collapse.

Member shall complete the Technician Level (Red Section of KSAs) of Rope Rescue and Confined Space.

**Eighteen-Month Requirement**

1. **Hazardous Materials Technician**- Member shall receive an 80-hour Technician level certification, through Colorado Metropolitan Certification Board (CMCB).
2. Complete a certified Technical Rescue Certification course.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Stipulation Agreement Non-Certified  
Members Rescue Company

Topic No:	2115.01-1B
Date:	11-15-18
Approved:	CDIII
Review Date:	11-15-20
Replaces:	N/A

**Twenty-Four-Month Requirement**

1. **Under the Ice** – Demonstrate proficiency in Under the ice operations. Individual competency is based on practical evaluation by DFD dive instructors.
2. **Technical Rescue (Task Book)**-Member shall complete the Technical level (Red Section of KSAs of Trench Rescue and Structural Collapse.

The requirements for *Permanent* assignment to Rescue Co #1 or #2, are to have completed **all certifications** in this agreement.

To earn technician status, as it relates to pay, the member must complete, at a minimum, all **Six- and Twelve-Month** requirements and receive a letter of support from their assigned company officer. Once the letter of support is received, the Captain will submit a letter to the Chief of the Department per policy requesting technician status recognition.

Member understands achieving training goals to earn Technician pay is dependent on weather, staffing, and training opportunities. A proactive approach by new member is expected to achieve technician status. Technician pay is awarded by Rescue Captain and Special Operations Chief after demonstrating proficiently and presentation of valid certificates.

**Members are required to certify and maintain recognized and approved certifications under DFD SOGs 2115.01. Members shall demonstrate competency for these required certifications under the required timelines:**

- Water Rescue **yearly** practical requirements. ERDI Waterman ship test, Dry suit and AGA pool skills, 5 open water dives, under the ice dive, and swift water practical skills.
- Hazmat Technician CMCB JPRs and DHMC health physical shall be completed **yearly**.
- Technical Rescue Certification Task Book JPRs (red sections) shall be completed every **three years**.

**Initial Requirements to be placed in technical rescue rotation:**

- DHMC Health physical
- ERDI-swim test, dry suit and AGA skills. Demonstrate to DFD dive instructor proficiency with search patterns.
- Demonstrate to Rig Captain proficiency with Technical Rescue Technician JPRs.

Once a member has been notified by the Administration Division of their upcoming transfer, the member shall meet with the Company Captain or Special Operations Chief to review this agreement.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Stipulation Agreement Non-Certified  
Members Rescue Company

Topic No:	2115.01-1B
Date:	11-15-18
Approved:	<i>CDIII</i>
Review Date:	11-15-20
Replaces:	N/A

By signing below, the member indicates that he/she has been informed of the above requirements and agrees to a **two-year** agreement and successfully complete and become proficient in the requirements set forth above in the allotted time frame. Pursuant to DFD Directive 1008.00 Sections III, Paragraph A, "Failure to meet those requirements, in a predetermined time frame, with adequate training opportunities, or a failure to maintain certifications shall result in the member's reassignment.

\_\_\_\_\_  
Member's Printed Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Stipulation Agreement Certified Members  
Engine 1

Topic No:	2115.01-2A
Date:	11-15-18
Approved:	CDIII
Review Date:	11-15-20
Replaces:	N/A

**Members are required to certify and maintain recognized and approved certifications under DFD SOGs 2115.01. Members shall demonstrate competency for these required certifications under the required timelines:**

- Water Rescue **yearly** practical requirements. ERDI Waterman ship test, Dry suit and AGA pool skills, 5 open water dives, under the ice dive, and swift water practical skills.
- Technical Rescue Certification Task Book JPRs (blue sections) shall be completed every **three years**.

**Initial Requirements to be placed in dive rotation:**

- DHMC dive physical.
- ERDI-swim test, dry suit and AGA skills. Demonstrate to DFD dive instructor proficiency with search patterns.

Once a member has been notified by the Administration Division of their upcoming transfer, the member shall meet with the Company Captain or Special Operations Chief to review this agreement.

By signing below, the member indicates that he/she has been informed of the above requirements and agrees to maintain and successfully complete the above requirements. Pursuant to DFD directive 1008.00 Sections III, Paragraph A, "Failure to meet those requirements, with adequate training opportunities, or a failure to maintain certifications shall result in the members reassignment."

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Member's Printed Name

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Signature

\_\_\_\_\_  
Date

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Stipulation Agreement Non-Certified  
Members Engine 1

Topic No:	2115.01-2B
Date:	11-15-18
Approved:	CDIII
Review Date:	11-15-20
Replaces:	N/A

**Six-Month Requirement**

1. **DHMC Dive physical, I.A.R.D.S watermanship test, Open Water Certification (SDI)** – Certification is through Scuba Diving International. The new member must work with a certified DFD dive instructor, recognizing the issues of scheduling, (i.e. Kelly Days, Vacations etc.) to meet this timeframe.
2. **Emergency Response Diving International (ERDI I)- Dry suit/ AGA skills** – Demonstrate knowledge of dive equipment and confidence using dry suit and AGA. Attempt to complete ERDI watermanship test, must successfully complete to be placed into **Dive Rotation**.

**Twelve-Month Requirements**

1. **Under the Ice** – Demonstrate proficiency in under the ice operations. Individual competency is based on practical evaluation by DFD dive instructors. This training curriculum is taught by DFD dive instructors and included sections on the dry suit dive operations, AGA mask, underwater communications, and search patterns.
2. **Swift Water I & II** – Successfully complete DRI swift water I & II certification. New member must work with a certified DFD swift water instructor to complete the training curriculum while recognizing scheduling and weather issues.
3. **ERDI II**– Successful completion of ERDI Certification through Emergency Response Diving International, Successful completion of the ERDI watermanship test.

The requirements for the permanent assignment on Engine Co #1 are to have completed all certification mention above. Member will earn **technician pay on successful achievement of three of the five requirements mentioned above**. *Example: Members have earned SDI certification, Swift water I & II Certification and has demonstrated diving proficiency in dry suit and AGA mask, and has successfully completed ERDI watermanship test. Tech Pay is authorized.*

**Twenty-Four Month Requirement**

1. **Technical Rescue Certifications** – Complete DFD TRC class.

Member understands achieving training goals to earn tech pay is dependent on weather, staffing, and training opportunities. A proactive approach by new member is expected to achieve technician status. Tech pay is awarded by the dive team captain after the member has demonstrated proficiency and presentation of valid certificates.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Stipulation Agreement Non-Certified Members Engine 1

Topic No:	2115.01-2B
Date:	11-15-18
Approved:	<i>CDIII</i>
Review Date:	11-15-20
Replaces:	N/A

Once permanently assigned to Engine Co 1 Dive team, members will continually train in all disciplines throughout the year to ensure their effectiveness during water rescue emergencies.

**Members are required to certify and maintain recognized and approved certifications under DFD SOGs 2115.01. Members shall demonstrate competency for these required certifications under the required timelines:**

- Water Rescue **yearly** practical requirements. ERDI watermanship test, dry suit and AGA pool skills, 5 open water dives, under the ice dive, and swift water practical skills.
- Technical Rescue Certification Task Book JPRs (blue sections) shall be completed every **three years**.

Once a member has been notified by the Administration Division of their upcoming transfer, the member shall meet with the Company Captain or Special Operations Chief to review this agreement.

By signing below, the candidate indicates that he/she has been informed of the above requirements and agrees to a two-year agreement and successfully completes and becomes proficient in the requirements set forth above in the allotted time frame. Pursuant to DFD directive 1008.00 Sections III, Paragraph A, "Failure to meet those requirements, in a predetermined time frame, with adequate training opportunities, or a failure to maintain certifications shall result in the members reassignment.

\_\_\_\_\_  
Member's Printed Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Stipulation Agreement Non-Certified  
Members Tower 1

Topic No:	2115.01-3B
Date:	11-15-18
Approved:	CDIII
Review Date:	11-15-20
Replaces:	N/A

**Six-Month Requirement**

**1. Technical Rescue- (Task Book)**

The Tech Rescue Task book covers four areas of training and approximately 64 job sheets. During the first six months, approximately 60% (38) job sheets will be completed. This allows the instructor the flexibility to model training to the student's needs. The Blue KSA sections of Rope Rescue and Confined Space Rescue shall be completed. Any Red sections of Rope Rescue and Confined Space Rescue may be fulfilled, but not required during the first six-month period. The member will also complete the driver certification portion related to the collapse trailer (Structural Collapse JPR21). As part of the 6-month evaluation, the member will be tested on a series of 6 randomly chosen Tech Rescue JPRs.

**Twelve-Month Requirement**

1. The twelve-month agenda will cover the remaining 40% of the task book job sheets. The Red sections of Rope Rescue, and confined Space will be completed. The Blue and Red sections of Structural Collapse and Trench Rescue will also be completed

**Eighteen-Month Requirement**

1. Complete a certified Technical Rescue Certification course.

**Twenty-Four-Month Requirement**

1. Successfully complete ERDI swift water I & II certification and ERDI watermanship test.

To earn technician status, as it relates to pay, member must complete entire 6-month requirements, complete the RED portions of the KSAs in Rope and Confined Space Rescue and receive a letter of support from their assigned company officer. Once the letter of support is received, the Captain of Tower 1 will submit a letter to the Chief of the Department per policy requesting technician status recognition. Member understands achieving training goals to earn Technician pay is dependent on weather, staffing, and training opportunities. A proactive approach by new member is expected to achieve technician status.

**Members are required to certify and maintain recognized and approved certifications under DFD SOGs 2115.01. Members shall demonstrate competency for these required certifications under the required timelines:**

- Water Rescue **yearly** practical requirements. ERDI I Waterman ship test and swift water practical skills.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Stipulation Agreement Non-Certified  
Members Tower 1

Topic No:	2115.01-3B
Date:	11-15-18
Approved:	CDIII
Review Date:	11-15-20
Replaces:	N/A

- Technical Rescue Certification Task Book JPRs (red sections) shall be completed every **three** years.

**Initial Requirements to be placed in technical rescue rotation:**

- ERDI I -swim test and demonstrate to DFD dive instructor proficiency with swift water skills.
- Demonstrate to Rig Captain proficiency with Technical Rescue Technician JPRs.

Once a member has been notified by the Administration Division of their upcoming transfer, the member shall meet with the Company Captain or Special Operations Chief to review this agreement.

By signing below, the member indicates that he/she has been informed of the above requirements and agrees to a **two-year** agreement and successfully complete and become proficient in the requirements set forth above in the allotted time frame. Pursuant to DFD directive 1008.00 Sections III, Paragraph A, "Failure to meet those requirements, in a predetermined time frame, with adequate training opportunities, or a failure to maintain certifications shall result in the member's reassignment"

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Member's Printed Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Stipulation Agreement Certified Members  
Station 9

Topic No:	2115.01-4A
Date:	11-15-18
Approved:	CDIII
Review Date:	11-15-20
Replaces:	N/A

**Members are required to certify and maintain recognized and approved certifications under DFD SOGs 2115.01. Members shall demonstrate competency for these required certifications under the required timelines.**

All members of the hazardous materials team are responsible for maintaining proficiency in the skills listed below and for maintaining their HAZMAT technician certification. All members shall complete all CMCB Hazmat Tech JPRs annually. Additionally, annually members are required to undergo a DHMC HAZMAT physical.

In conjunction with the certification of Hazardous Materials Technician, the member **shall** demonstrate the following requirements to a level of competence on an annual basis while assigned to Station 9.

1. Demonstrate competence in the Standard Operating Guidelines relating to Hazardous Materials and Suspicious Packages.
2. Demonstrate competence in the nomenclature and location of all Hazardous Materials related equipment on both HAMER 1, the HAMER Reserve and in the Firehouse.
3. Demonstrate competence in all the individual positions and tasks related to the Hazardous Materials operations including Entry, Sampling, Safety Officer, Resources.
4. Demonstrate competence in both the 56-point check and be certified in the operation of both the HAMER 1 and the HAMER Reserve rigs.
5. Demonstrate competence in resourcing information through the variety of chemical and Hazardous Materials responder reference books.
6. Demonstrate competence in the operation of all meters within the inventory and know how and when they should be used.
7. Demonstrate competence with all computer programs utilized and in operation on the laptops on HAMER 1, HAMER Reserve, and at the firehouse and be able to access all programs available and know what they are used for and how to use them.
8. Demonstrate competence in the establishment of specific zones associated with Hazardous Materials entry and where to set them up.
9. Demonstrate competence in the set up and deployment of all meters, equipment and inventory on HAMER 1 and HAMER Reserve.
10. Demonstrate competence in the set up and deployment of all Chlorine Kits.
11. Demonstrate competence in the donning of all types of level A, B, and C Chemical Protective suits and MT94 suits.
12. Demonstrate the ability to work competently in the confines of being fully encapsulated in a Level-A ensemble.
13. Demonstrate a level of proficiency in the use of all tools and meters needed to process a Biological, Radiological and WMD Hazard safely.
14. Demonstrate a level of proficiency in the use of all tools and meters needed to process a Meth Lab/ Grow Lab including small scale production labs.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Stipulation Agreement Certified Members  
Station 9

Topic No:	2115.01-4A
Date:	11-15-18
Approved:	<i>CDIII</i>
Review Date:	11-15-20
Replaces:	N/A

The above listed criteria must be met before a recommendation for **technician pay** is made, through the chain of command, to the Chief of the Department.

Once the member has been notified by the Administrative Division of their upcoming transfer, the member shall meet with Company Captain or Special Operations Chief to review this agreement.

By signing below, the member indicates that he/she has been informed of the above requirements and agrees to successfully complete and become proficient in the requirements set forth above in the allotted time frame. Pursuant to DFD directive 1008.00 Sections III, Paragraph A, "Failure to meet those requirements, in a predetermined time frame, with adequate training opportunities, or a failure to maintain certifications shall result in the member's reassignment."

\_\_\_\_\_  
Member's printed Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Stipulation Agreement Non-Certified  
Members Station 9

Topic No:	2115.01-4B
Date:	11-15-18
Approved:	CDIII
Review Date:	11-15-18
Replaces:	N/A

**Twelve-Month Requirement**

- DHMC initial Hazmat health physical
- Hazardous materials certification through CMCB.

In conjunction with the certification of Hazardous Materials Technician, the member **shall** demonstrate the following requirements to a level of competence on an annual basis while assigned to Station 9.

1. Demonstrate competence in the Standard Operating Guidelines relating to Hazardous Materials and Suspicious Packages.
2. Demonstrate competence in the nomenclature and location of all Hazardous Materials related equipment on both HAMER 1, the HAMER Reserve and in the Firehouse.
3. Demonstrate competence in all the individual positions and tasks related to the Hazardous Materials operations including Entry, Sampling, Safety Officer, Resources.
4. Demonstrate competence in both the 56-point check and be certified in the operation of both the HAMER 1 and the HAMER Reserve rigs.
5. Demonstrate competence in resourcing information through the variety of chemical and Hazardous Materials responder reference books.
6. Demonstrate competence in the operation of all meters within the inventory and know how and when they should be used.
7. Demonstrate competence with all computer programs utilized and in operation on the laptops on HAMER 1, HAMER Reserve, and at the firehouse and be able to access all programs available and know what they are used for and how to use them.
8. Demonstrate competence in the establishment of specific zones associated with Hazardous Materials entry and where to set them up.
9. Demonstrate competence in the set up and deployment of all meters, equipment and inventory on HAMER 1 and HAMER Reserve.
10. Demonstrate competence in the set up and deployment of all Chlorine Kits.
11. Demonstrate competence in the donning of all types of level A, B, and C Chemical Protective suits and MT94 suits.
12. Demonstrate the ability to work competently in the confines of being fully encapsulated in a Level-A ensemble.
13. Demonstrate a level of proficiency in the use of all tools and meters needed to process a Biological, Radiological and WMD Hazard safely.
14. Demonstrate a level of proficiency in the use of all tools and meters needed to process a Meth Lab/ Grow Lab including small scale production labs.

The above listed criteria must be met before a recommendation for **technician pay** is made, through the chain of command, to the Chief of the Department.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Stipulation Agreement Non-Certified  
Members Station 9

Topic No:	2115.01-4B
Date:	11-15-18
Approved:	CDIII
Review Date:	11-15-18
Replaces:	N/A

**Members are required to certify and maintain recognized and approved certifications under DFD SOGs 2115.01. Members shall demonstrate competency for these required certifications under the required timelines.**

All members of the hazardous materials team are responsible for maintaining proficiency in the skills listed above and for maintaining their HAZMAT technician certification. All members shall complete all CMCB Hazmat Tech JPRs annually. Additionally, annually members are required to undergo a HAZMAT physical.

Once the member has been notified by the Administrative Division of their upcoming transfer, the member shall meet with Company Captain or Special Operations Chief to review this agreement.

By signing below, the member indicates that he/she has been informed of the above requirements and agrees to a **two-year** agreement and successfully complete and become proficient in the requirements set forth above in the allotted time frame. Pursuant to DFD directive 1008.00 Sections III, Paragraph A, "Failure to meet those requirements, in a predetermined time frame, with adequate training opportunities, or a failure to maintain certifications shall result in the member's reassignment."

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Member's printed Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Stipulation Agreement Certified Members  
Engine 6

Topic No:	2115.01-5A
Date:	11-23-18
Approved:	CDIII
Review Date:	11-23-20
Replaces:	N/A

**Members are required to certify and maintain recognized and approved certifications under DFD SOGs 2115.01. Members shall demonstrate competency for these required certifications under the required timelines.**

All members of the hazardous materials team are responsible for maintaining proficiency in the skills listed below and for maintaining their HAZMAT technician certification. All members shall complete all CMCB Hazmat Tech JPRs annually. Additionally, annually members are required to undergo a DHMC HAZMAT physical.

In conjunction with the certification of Hazardous Materials Technician, the member **shall** demonstrate the following requirements to a level of competence on an annual basis while assigned to Station 6.

1. Demonstrate proficiency in the Standard Operating Guidelines of the DECON unit.
2. Demonstrate proficiency in the nomenclature and location of all related equipment as it pertains to a decontamination operation.
3. Demonstrate proficiency in all individual positions of decontamination operations.
4. Demonstrate proficiency in both the 56-point check and be certified in the operation of the DECON apparatus.
5. Demonstrate proficiency in resourcing information from various chemical and HAZMAT responder reference books.
6. Demonstrate proficiency in the operation of all meters assigned to the DECON team.
7. Demonstrate proficiency with all computer programs utilized to assist with decontamination operations.
8. Demonstrate proficiency in the documentation of information required at and after an incident.
9. Demonstrate proficiency in the establishment of specific corridors associated with decontamination.
10. Demonstrate proficiency in the set up and deployment of a technician DECON.
11. Demonstrate proficiency in the set up and deployment of an emergency DECON.
12. Demonstrate proficiency in the set up and deployment of a gross DECON.
13. Demonstrate proficiency in the set up and deployment of DECON shelters and any associated appliances/equipment.
14. Demonstrate proficiency in donning both Level A and B HAZMAT protection suits.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Stipulation Agreement Certified Members  
Engine 6

Topic No:	2115.01-5A
Date:	11-23-18
Approved:	<i>CDIII</i>
Review Date:	11-23-20
Replaces:	N/A

15. Demonstrate the ability to work proficiently and safely while wearing both Level A and B HAZMAT protection suits.

The above listed criteria must be met before a recommendation for **technician pay** is made, through the chain of command, to the Chief of the Department.

Once the member has been notified by the Administrative Division of their upcoming transfer, the member shall meet with Company Captain or Special Operations Chief to review this agreement.

By signing below, the member indicates that he/she has been informed of the above requirements and agrees to successfully complete and become proficient in the requirements set forth above in the allotted time frame. Pursuant to DFD Directive 1008.00 Sections III, Paragraph A, "Failure to meet those requirements, in a predetermined time frame, with adequate training opportunities, or a failure to maintain certifications shall result in the member's reassignment."

\_\_\_\_\_  
Member's printed Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Stipulation Agreement Non-Certified  
Members Engine 6

Topic No:	2115.01-5B
Date:	11-23-18
Approved:	CDIII
Review Date:	11-23-20
Replaces:	N/A

**Twelve-Month Requirement**

- DHMC initial Hazmat health physical.
- Hazardous materials certification through CMCB.

In conjunction with the certification of Hazardous Materials Technician, the member **shall** demonstrate the following requirements to a level of competence on an annual basis while assigned to Station 6.

1. Demonstrate proficiency in the Standard Operating Guidelines of the DECON unit.
2. Demonstrate proficiency in the nomenclature and location of all related equipment as it pertains to a decontamination operation.
3. Demonstrate proficiency in all individual positions of decontamination operations.
4. Demonstrate proficiency in both the 56-point check and be certified in the operation of the DECON apparatus.
5. Demonstrate proficiency in resourcing information from various chemical and HAZMAT responder reference books.
6. Demonstrate proficiency in the operation of all meters assigned to the DECON team.
7. Demonstrate proficiency with all computer programs utilized to assist with decontamination operations.
8. Demonstrate proficiency in the documentation of information required at and after an incident.
9. Demonstrate proficiency in the establishment of specific corridors associated with decontamination.
10. Demonstrate proficiency in the set up and deployment of a technician DECON.
11. Demonstrate proficiency in the set up and deployment of an emergency DECON.
12. Demonstrate proficiency in the set up and deployment of a gross DECON.
13. Demonstrate proficiency in the set up and deployment of DECON shelters and any associated appliances/equipment.
14. Demonstrate proficiency in donning both Level A and B HAZMAT protection suits.
15. Demonstrate the ability to work proficiently and safely while wearing both Level A and B HAZMAT protection suits.

The above listed criteria must be met before a recommendation for technician pay is made, through the chain of command, to the Chief of the Department.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Stipulation Agreement Non-Certified  
Members Engine 6

Topic No:	2115.01-5B
Date:	11-23-18
Approved:	<i>CDIII</i>
Review Date:	11-23-20
Replaces:	N/A

**Members are required to certify and maintain recognized and approved certifications under DFD SOGs 2115.01. Members shall demonstrate competency for these required certifications under the required timelines.**

All members of the hazardous materials team are responsible for maintaining proficiency in the skills listed above and for maintaining their HAZMAT technician certification. All members shall complete all CMCB Hazmat Tech JPRs annually. Additionally, annually members are required to undergo a HAZMAT physical.

Once the member has been notified by the Administrative Division of their upcoming transfer, the member shall meet with Company Captain or Special Operations Chief to review this agreement.

By signing below, the member indicates that he/she has been informed of the above requirements and agrees to a **two-year** agreement and successfully complete and become proficient in the requirements set forth above in the allotted time frame. Pursuant to DFD Directive 1008.00 Sections III, Paragraph A, "Failure to meet those requirements, in a predetermined time frame, with adequate training opportunities, or a failure to maintain certifications shall result in the member's reassignment."

\_\_\_\_\_  
Member's printed Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Collapse Rescue

Topic No:	2115.02
Date:	05-08-18
Approved:	CDIII
Review Date:	05-08-20
Replaces:	Same, dated 03-22-11

**PURPOSE:** To provide a procedural overview of collapse rescue considerations applicable to first responders and members of the Collapse Rescue Team.

**SCOPE:** Applies to all Denver Fire Department personnel functioning in an operational capacity at collapse training and collapse rescue incidents.

**CAUTION:** At all technical rescue incidents, caution should be used because of the high risk/low frequency of these types of calls. All responders should be cognizant not to exceed their level of training or the ability of the tools that they are issued. However, due to factors beyond our control (Technical Rescue Team assigned to another call, delayed response of Technical Rescue Team, etc.), first-in companies and/or the Incident Commander may feel compelled to have personnel operate beyond their level of training. If this is the case, **extreme** caution should be used and deviating from this SOG should be the exception rather than the norm. Furthermore, operating beyond levels of expertise should only be attempted after completing a thorough risk/benefit analysis and only when a civilian or firefighter's life is in imminent danger. As always, safety of responders should be a primary consideration. **SAFETY, SAFETY, SAFETY!!!**

**DEFINITIONS:**

**Collapse Rescue Response** – 1 Engine, 1 Truck, 1 District Chiefs, and the Collapse Rescue Team (Rescue 1 or Rescue 2, Tower 1, Collapse Trailer, Engine 1 and OPS-2).

**Communications** – Designated radio channels, air horn, hand signals, marking tape, and spray-painted markings.

**Denver Fire Department Fire Protection Engineer** – A Fire Prevention Division Engineer that specializes in structural engineering and building stability and has access to specialized equipment.

**Escape Routes** – One or more passages from the operations area that are the fastest and safest way out.

**LCES** – An acronym standing for *Lookouts, Communication, Escape Routes, and Safe Areas*.

**Lock Out / Tag Out** – Procedures ensuring that all electrical, mechanical, and heavy equipment at or near the rescue site are turned off and physically prevented from being inadvertently turned back on.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Collapse Rescue

Topic No:	2115.02
Date:	05-08-18
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Replaces:	Same, dated 03-22-11

**Lookouts** – One or more members with a thorough understanding of the operations involved (e.g. Safety Officer, Fire Prevention Building Engineer).

**Recon Team** – Three to six firefighters trained and equipped in search tactics, equipment, marking systems, and documentation, that are tasked with building and hazard assessment and with victim detection.

**Search Team** – Three to six firefighters trained and equipped in search tactics, equipment, marking systems, and documentation, that are tasked with locating victims within a collapse.

**Rescue Team** – Three to six firefighters trained and equipped in technical rescue tactics and equipment that are tasked with stabilizing and extricating victims trapped within a collapse.

**Shoring and Cut Teams** – Members that are responsible for building the support structures that stabilize a compromised or collapsed structure.

**Safe Areas** – A place within a collapse zone capable of withstanding further collapse; may have to be built by a rescue team.

**I. FIRST RESPONDER RESPONSIBILITIES**

- A. Establish Incident Command and start building the command structure as the situation dictates and as resources allow. Implement use of the IAP/Site Safety Plan specific to collapse rescue.
- B. Conduct a comprehensive size-up, taking notice of building construction, occupancy type, and the number of stories. Attempt to locate a responsible party and/or witness(s) to determine what happened, known hazards, and possible victim locations within the structure or the periphery.
  - 1. First in company(s) when spotting their apparatus need to consider secondary collapse.
  - 2. If not dispatched on the first assignment, request a collapse rescue response.
- C. Survey and secure the area to include the following:
  - 1. Establish a water supply if necessary.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Collapse Rescue

Topic No:	2115.02
Date:	05-08-18
Approved:	CDIII
Review Date:	05-08-20
Replaces:	Same, dated 03-22-11

2. Attempt to identify and mitigate hazards, taking into consideration potential conditions and problems including:
  - a. Collapse zone priorities:
    - i. Manage foot traffic, both civilian and rescuers.
    - ii. Establish a perimeter for the collapse zone (rescue area) keeping all civilian and non-essential personnel out.
  - b. Locate and control utilities as necessary (electrical, gas, and water) including:
    - i. Lock Out / Tag Out equipment as necessary, and as possible. When de-energizing or turning off electrical and/or mechanical equipment, it is critical that members know what is affected and the function of that equipment.
    - ii. Air monitoring should be started if there is any evidence or probability of a gas leak.
  - c. Take into consideration snow loads and water leaks.
- D. Monitor the collapsed structure for stability. If necessary, call for a DFD Fire Protection Engineer and/or a Denver Building Department representative through the Fire Dispatcher for assistance.
- E. Consideration must be given to secondary collapse, hazmat, and fire.
- E. Attempt to establish communication with the victim(s) and determine as much information as possible (e.g., medical condition, what happened, when it happened, why it happened, etc.); such information can be critical in devising a rescue plan.
- F. Rescue considerations should include:
  1. Encouraging visible victims in the collapse zone to self-rescue if possible.
  2. Establishing staging and triage areas as soon as possible.
  3. Note that prior to attempting the rescue of lightly trapped or concealed victims, the building/area must be determined to be stable by the Fire Protection Engineer or the Collapse Team.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Collapse Rescue

Topic No:	2115.02
Date:	05-08-18
Approved:	CDIII
Review Date:	05-08-20
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**II. COLLAPSE RESCUE TEAM RESPONSIBILITIES**

- A. Gather information from the first responding crews.
- B. Assist the Incident Commander, as directed, in building out the command structure to accommodate special operations.
- C. Determine if additional technical teams/resources are necessary.
- D. Establish a plan and a back up plan for stabilization and rescue. Determine the proper level of Personal Protective Equipment and start using LCES (Lookouts, Communication, Escape Routes, Safe Areas).
- E. Establish and identify the technical recon, search, rescue, shoring, and cut teams.
- F. Stabilize the building or the area prior to entry.
- G. Determine if continued hazmat monitoring is needed.

**ATTACHMENT:** IAP / Site Safety Plan for Collapse Rescue. Also available at:  
DFD Web Home Page / Downloadable Forms / Operations /  
Collapse Rescue

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Confined Space Rescue

Topic No:	2115.03
Date:	05-08-18
Approved:	CDIII
Review Date:	05-08-20
Replaces:	Same, dated 03-22-11

**PURPOSE:** To provide a procedural overview of confined space rescue considerations applicable to first responders and members of the Confined Space Rescue Team.

**SCOPE:** Applies to all Denver Fire Department personnel functioning in an operational capacity at confined space training or rescue incidents.

**CAUTION:** At all technical rescue incidents, caution should be used because of the high risk/low frequency of these types of calls. All responders should be cognizant not to exceed their level of training or the ability of the tools that they are issued. However, due to factors beyond our control (Technical Rescue Team assigned to another call, delayed response of Technical Rescue Team, etc.), first-in companies and/or the Incident Commander may feel compelled to have personnel operate beyond their level of training. If this is the case, **extreme** caution should be used and deviating from this SOG should be the exception rather than the norm. Furthermore, operating beyond levels of expertise should only be attempted after completing a thorough risk/benefit analysis and only when a civilian or firefighter's life is in imminent danger. As always, safety of responders should be a primary consideration, but especially in these instances. **SAFETY, SAFETY, SAFETY!!**

**DEFINITIONS:**

**Confined Space** – An area with limited access and egress. Confined spaces include, but are not limited to, tanks, pipes, culverts, voids in structural collapse debris, vaults, or any area not designed for continuous occupation.

**Confined Space Entry Permit** – A written, or printed document typically constructed by an employer authorizing entry into a permit-required confined space that designates the requirements for entry (e.g., space to be entered, purpose of entry, personnel entering, hazards of space, acceptable entry conditions, layout of the space, entrance/egress points, etc.).

**Confined Space Response** – One engine, one truck, one district chief, and the Confined Space Team (Rescue 1 or Rescue 2, Tower 1, Collapse Trailer, Ops-2, Hamer1 and Engine 1).

**Lock Out / Tag Out** – Procedures ensuring that all electrical and mechanical equipment at or near the rescue site is turned off and physically prevented from being inadvertently turned on (or off in the case of needed ventilation or lighting, for example).

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Confined Space Rescue

Topic No:	2115.03
Date:	05-08-18
Approved:	CDIII
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**Low-Profile Maneuver** – A maneuver requiring the removal of the member’s SCBA harness and air cylinder to enter a confined space.

**I. FIRST RESPONDER RESPONSIBILITIES**

- A. Establish Incident Command and start building the command structure as the situation dictates and as resources allow. Implement use of the IAP/Site Safety Plan specific to confined space.
- B. Conduct a comprehensive size-up of the incident. Verify that the incident is a confined space operation. Confirm that the confined space team is responding. In the event of an unstable structure, confirm the response of the Fire Department Fire Protection Engineer. Locate responsible party and entry permit. Interview witnesses and/or responsible party to determine known hazards and the victim’s location.
- C. Determine level of PPE and secure the area.

Establish the need to:

- 1. Monitor air.
- 2. Shut down utilities.

Lock Out / Tag Out equipment as necessary, and as possible. When de-energizing or turning off electrical and/or mechanical equipment, it is critical that members know what equipment is affected and the function of that equipment.

- 3. Create a hot zone.
- 4. Secure a water supply.
- 5. Determine stability of the area.
- D. Attempt to establish communication with the victim(s) and determine as much information as possible (e.g., medical condition, what happened, when it happened, why it happened, etc.). Such information can be critical in devising a rescue plan.
- E. Determine if an operations level rescue can be attempted. Rescue should only be attempted after considering the following:
  - 1. Victim must be line-of-sight

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS  
Topic: Confined Space Rescue

Topic No:	2115.03
Date:	05-08-18
Approved:	CDIII
Review Date:	05-08-20
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2. Entry opening must be large enough for rescuer to enter with full PPE in normal position.
3. Vertical entry of 8 feet or less.
4. Monitor atmosphere with 4 gas meters.

F. Rescue shall not be attempted if the following exists:

1. If victim can not be seen.
2. If rescuer PPE must be removed or repositioned to enter confined space, including the SCBA low profile maneuver.
3. If hazardous chemical involvement.
4. If vertical entry requires a rope system or is greater than 8 ft.

G. Once an operation level rescue has been determined as feasible, develop a rescue plan. The plan must include:

1. Monitoring and recording of atmospheric conditions in the confined space, to the degree possible without entering the space, using meters available.

Once the need for monitoring is established, it must be continued for the rest of the incident.

2. Ventilation considerations prior to entry.
  - a. Only ventilate if the atmosphere in the confined space is at or near the explosive limit (50% Lower Explosive Limit). Ventilation team must take into consideration where the atmosphere from the confined space is exhausting to.
  - b. Ventilation should not be started when the atmosphere is enriched beyond the Upper Explosive Limit until the victim(s) and rescuers are clear of the area (ventilating an atmosphere enriched beyond the Upper Explosive Limit will introduce oxygen and, thus, bring it into an explosive range).
3. Rescue considerations.
  - a. Number of rescuers needed.
  - b. Rescue plan must include a rescue team as well as a back up team.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS  
Topic: Confined Space Rescue

Topic No:	2115.03
Date:	05-08-18
Approved:	CDIII
Review Date:	05-08-20
Replaces:	Same, dated 03-22-11

- c. Considerations should include packaging and extraction of the victim and the team.

*Note: 60 percent of all deaths in confined space incidents are would-be rescuers.*

**II. CONFINED SPACE TEAM RESPONSIBILITIES: TECH. LEVEL**

- A. Gather information from the first responding crews.
- B. Assist the Incident Commander, as directed, in building out the command structure to accommodate special operations.
- C. Determine if additional technical teams/resources are necessary.
- D. Determine if continued monitoring is needed and what monitoring instruments are required.
- E. Establish and implement a ventilation plan.
- F. Determine the proper level of Personal Protective Equipment.
- G. Establish and identify entry teams and backup teams.
- H. Review confined space entry permit (if one exists) to determine as much information as possible regarding the space.
- I. Locate and assess the victim(s) with the following considerations:
  - 1. If the victim(s) is critical and/or the environment unstable, the victim(s) should be removed immediately.
  - 2. If the victim's condition and environment permit, he/she should be treated and stabilized as necessary before removal.
- K. Package and remove the victim(s).

**ATTACHMENT:** Confined Space Rescue IAP/Site Safety Plan. Also available at:  
DFD Web Home Page / Downloadable Forms / Operations /  
Confined Space

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Rope Rescue

Topic No:	2115.04
Date:	05-08-18
Approved:	CDIII
Review Date:	05-08-20
Replaces:	Same, dated 08-31-17

**PURPOSE:** To define safe operating methods for conducting rope rescue from the first responding company(ies) to the technical company(ies).

**SCOPE:** Applies to all Denver Fire Department personnel operating in a training or rescue incident.

**CAUTION:** At all technical rescue incidents, caution should be used because of the high risk/low frequency of these types of calls. All responders should be cognizant not to exceed their level of training or the ability of the tools that they are issued. However, due to factors beyond our control (Technical Rescue Team assigned to another call, delayed response of Technical Rescue Team, etc.), first-in companies and/or the Incident Commander may decide to deviate from this SOG. Deviation from this Guideline should only be considered after completing a thorough risk/benefit analysis and only when a civilian or firefighter's life is in imminent danger. As always, safety of responders should be a primary consideration.

**DEFINITIONS:**

**Assisted Walk** – One or two members assist the victim in walking out under their own power and can be assisted by a rope system.

**High Angle Rescue** – Considered anything from  $^{\circ} 40$  to  $90^{\circ}$ . The rope carries the weight of the victim and rescuer. A belay system is also required. High angle rescue involves unique hazards that require special training and equipment to be able to perform the rescue safely. Examples of high angle locations can involve: towers, cranes, ledges, catwalks, pipe racks, and ravines. Sides of buildings, vaults, voids, tunnels, and sewers can sometimes be considered high angle rescues.

**High or Steep Angle Response** – One Engine, one Truck, one District Chief, High Angle Team (Rescue 1, or Rescue 2, Tower 1, Ops-2, and Engine 1), and additional rigs for manpower as needed.

**Low Angle Rescue** – The distinction between low and high angle rescue is difficult to define. Low Angle rescue usually involves the following characteristics: 1. Three to four rescuers are needed. 2. Most of weight is on the ground. 3. The weight of the litter is supported by the tenders, not the rope. 4. The rope is attached to the end of the litter. 5. The slope angle is  $15^{\circ}$  to  $40^{\circ}$ .

**Low Angle Rescue Ladder Slide** – A method for quickly and safely lowering a victim down an aerial ladder in a stokes litter using a rope system.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Rope Rescue

Topic No:	2115.04
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**Static Line Lift** – A dual rope lift using an aerial ladder or tower in which a victim is moved from an open or unobstructed area to another unobstructed or open area (from a roof to grade, below grade to grade). Refer to the Denver Fire Department Operations Level Training Manual (Chapter 6, Static Line Lift).

**Steep Angle Rescue** – Considered to be terrain that has a slope angle from 40° to 60°, the condition of the terrain will determine the level of technical expertise required to perform this rescue safely. Examples are: ravines, steep slopes, and river banks.

**Stokes Carry** – Three to four members carry packaged victim up or down the slope in a stokes litter and can be assisted by a rope system.

**I. FIRST RESPONDER RESPONSIBILITIES:**

- A. Establish Incident Command and start building the command structure as the situation dictates and as resources allow. Implement use of the IAP/Site Safety Plan specific to rope rescue.
- B. Start a comprehensive size-up of the incident. Locate the responsible party and /or witnesses. This will help in discovering the problems and locating the victim(s).
- C. A Recon team should be sent to confirm the victim's exact location, to determine the best access to assess the hazards, and attempt to initiate communication with the victim to determine nature of injuries. The Recon Team should also ascertain if this is a low, steep, or high angle rescue.

**II. LOW OR STEEP ANGLE OPERATIONS:**

- A. The appropriate resources should be called for at this time. **Confirm** Technical Team response for precautionary measures and technical assistance.
- B. For Low Angle terrain up to 40°, most first responders have the equipment and training to assist the victim up or down the slope.
- C. For Steep Angle terrain between 40° and 60°, the Technical Rescue Team shall be called to assist.
- D. For terrain 60° or greater, the Technical Rescue Team shall conduct the evacuation.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS  
Topic: Rope Rescue

Topic No:	2115.04
Date:	05-08-18
Approved:	CDIII
Review Date:	05-08-20
Replaces:	Same, dated 08-31-17

E. Hazards should be identified, e.g., loose terrain, slippery ground.

F. Identify the need for a system to move people and equipment up and down the incline and what method is appropriate.

Primary methods of operations level victim removal:

1. Assisted walk
2. Stokes carry and victim packaging
3. Low angle rescue ladder slide
4. Static line lift

G. The Incident Commander, taking into consideration operational level tactics as taught in the Operations Rope Manual and information gathered by the Recon team, shall then be used to develop a rescue plan, back up plan tactics to be used, and the deployment point. The first arriving Truck Officer will be designated the initial Rescue Group Supervisor and will be responsible to designate assignments, rigger, haul team, and rescue team.

1. The rigger – shall be able to determine the anchor point and be knowledgeable in system selection and directing of the haul team.
2. The haul team – shall be a minimum of two people on the haul line.
3. The rescue team – shall be a minimum of one to two or three to four persons.
  - a. One to two rescuers for the victim walk.
  - b. Three to four rescuers for the stokes carry.

H. Rescue operation should be started with the implementation of the rescue plan.

1. The rescue team should descend the slope using the rope system to control the speed of their descent.
2. When equipment is needed, the rope system can be attached to the equipment. Rescuers can then use the equipment as a hand hold as the system moves up or down the slope.
3. The victim should then be packaged, taking into consideration c-spine precautions, and then carried by the rescue team up or down

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Rope Rescue

Topic No:	2115.04
Date:	05-08-18
Approved:	CDIII
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the slope with the haul team controlling the speed of their ascent or descent.

- I. Unload the victim and hand off to a higher medical authority (if necessary).

**III. HIGH ANGLE OPERATIONS:**

Should the rescue be 60° or greater, it is a technical rescue and beyond operations level capabilities. Other operations level techniques should be considered:

- A. Lowering a rope for the victim to secure themselves. Once the victim is secure, the hazard has been mitigated. Other methods of removal can then be attempted.
- B. Using an aerial ladder or tower to attempt the rescue. (Static Line Lift or ladder pick)
- C. Using a roof ladder to reach the victim.
- D. Attempting the rescue from a window above.
- E. Breaching a wall.

**IV. EMERGENCY SELF RESCUE**

- A. Must inform the IC by Mayday procedure prior to self rescue. This is a last resort maneuver.

Refer to Standard Operating Guideline “Mayday Guidelines for Emergency Incidents”.

- B. For procedure, refer to Operations Level Rope Manual.

**V. EMERGENCY VICTIM RESCUE**

- A. This rescue evolution should only be done by order of the Incident Commander. This is a last resort maneuver and should only be attempted when other means of access are unattainable.

- B. Jumper (suicide) rescue – Shall be handled by the Technical Rescue Team

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Rope Rescue

Topic No:	2115.04
Date:	05-08-18
Approved:	CDIII
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**VI. HIGH ANGLE TEAM RESPONSIBILITIES: TECHNICIAN LEVEL**

- A. Gather information from the first responding crews.
- B. Assist the Incident Commander, as directed, in building out the command structure to accommodate special operations.
- C. First in Officer from TR-1 or R-2/ R-1 will establish a rescue plan and assume the role of Edge Officer.
  - Edge Officer's Responsibilities:
    1. Primary and Back-Up rescue team
    2. Confirm with Rigger (T-1 and R-1/R-2 Engineer) the best Anchor selection
    3. Haul Team and Belay Team
- D. Second in Officer from TR-1 or R-1/R-2 will assume the role of Rescue Group Supervisor and work with Edge Officer to confirm Rescue plan and establish a Back-Up plan.
  - Rescue Group Supervisor's Responsibilities:
    1. Confirm with IC the Rescue and Back-up plan
    2. Determine if additional technical teams/resources are necessary
    3. Fills out High Angle IAP
- E. Determine technical rescue equipment and PPE needed.
- F. Build the rescue system, staying within specifications and using techniques established in the Denver Fire Department Technical Training Manual.

**REFERENCES:** Denver Fire Department Rope Manual – Operations and Technician Level

**ATTACHMENT:** IAP/Site Safety Plan for High Angle Rescue. Available at: DFD Web Home Page / Downloadable Forms / Operations / High Angle Rescue

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Trench Rescue

Topic No:	2115.05
Date:	05-08-18
Approved:	CDIII
Review Date:	05-08-20
Replaces:	Same, dated 03-22-11

**PURPOSE:** To provide a procedural overview of confined space rescue consideration applicable to first responders and members of the Trench Rescue Team.

**SCOPE:** Applies to all Denver Fire Department personnel functioning in an operational capacity at trench rescue training or trench rescue incidents.

**CAUTION:** At all technical rescue incidents, caution should be used because of the high risk/low frequency of these types of calls. All responders should be cognizant not to exceed their level of training or the ability of the tools that they are issued. However, due to factors beyond our control (Technical Rescue Team assigned to another call, delayed response of Technical Rescue Team, etc.), first-in companies and/or the Incident Commander may feel compelled to have personnel operate beyond their level of training. If this is the case, **extreme** caution should be used and deviating from this SOG should be the exception rather than the norm. Furthermore, operating beyond levels of expertise should only be attempted after completing a thorough risk/benefit analysis and only when a civilian or firefighter's life is in imminent danger. As always, safety of responders should be a primary consideration, but especially in these instances. **SAFETY, SAFETY, SAFETY!!**

**DEFINITIONS:**

**Collapse** – Primary and Secondary collapse is a real danger in Trench Rescue, and includes the following types:

**Spoil pile** collapse - where the excavated earth piled on the side the trench falls into the trench.

**Shear wall** collapse - where one side of the trench wall shears away and collapses into the trench void space.

**Slough** collapse - where a below grade area of the trench wall collapses, leaving an unsupported overhanging ledge that is subject to secondary collapse.

**Lip** collapse - the top section of the wall gives way.

**De-watering** – The removal of water that inhibits rescue operations.

**Excavation** – A manmade depression that may exceed 15' in width, wider than it is deep.

**Ground Pads** – Material (preferably five-eighths to three-quarter-inch plywood, but anything from tarps to back boards can be used) placed to the trench lip to distribute the

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Trench Rescue

Topic No:	2115.05
Date:	05-08-18
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rescuer's weight. If tarps are used, they must be multi-layered approximately three feet wide.

**Securing the Area** – Preventing all equipment from causing ground vibrations, including automobile, heavy rail, light rail, heavy equipment, within three hundred feet of the trench.

**Shoring** – A system for supporting or steadying the walls of a trench.

**Trench** – A narrow excavation that does not exceed 15' in width, deeper than it is wide.

**Trench Rescue Response** – 1 Engine, 1 Truck, 1 District Chief, and Trench Rescue Team (Engine 1, Tower 1, Collapse Trailer, Rescue 1 or Rescue 2, Ops-2, Hamer 1 and the Air Shovel).

**I. FIRST RESPONDER RESPONSIBILITIES:**

- A. Rig placement must be at least a minimum of one hundred feet from the trench, with the engine turned off.
- B. Establish Incident Command and start building the command structure as the situation dictates and as resources allow. Implement use of the IAP/Site Safety Plan specific to trench rescue.
- C. Conduct a comprehensive size-up of the incident and attempt to locate a responsible party and/or witness(es) to determine: number of victims, condition, and their location. Rescuers need to take into consideration potential conditions in the trench and the rescue area.
  - 1. Approach the trench from the end, if possible, to determine rescue or recovery. If the victim(s) can and are able to assist in their own rescue with a minimum of assistance, rescuers should consider using a pike pole, rope, or ladder.
  - 2. Ensure through the fire dispatcher that technical teams are responding.
- D. Survey and secure the area to include the following:
  - 1. Establish the hot zone.
    - a. Remove all non-essential personnel to a safe area.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS  
Topic: Trench Rescue

Topic No:	2115.05
Date:	05-08-18
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Replaces:	Same, dated 03-22-11

- b. Shut down all equipment that may cause ground vibration, including but not limited to automobiles, heavy rail, light rail, and heavy equipment, within three hundred feet of the hot zone. It may be necessary to post personnel (DFD/DPD) to ensure equipment remains off.
  - 2. Determine how long the trench has been open and visually monitor the soil for stability, checking for secondary collapse conditions. This includes:
    - a. Cracks, loose soil, and wet or dry conditions.
    - b. Spoils pile to close the trench edge.
  - 3. Locate and control utilities. If natural gas is involved, take into consideration the need to monitor the air below grade and establish a water supply.
  - 4. Check resources available on scene (lumber, plywood, and de-watering equipment).
- E. Victim Rescue:
  - 1. When approaching the trench, rescuers must take into consideration the stability and soil conditions of the trench walls to prevent further collapse.
  - 2. Place ground pads up to the edge of the trench.
  - 3. Place two ladders in the trench, one on each side of the victim, as close and as safely as possible to the victim. This will provide rescuer and victims with a mechanism for entrance and egress.
  - 4. When a rescue attempt is made, the following safety rules shall be followed:
    - a. During an operations level rescue, the rescuers **shall not** operate in the trench below waist level.
    - b. Rescue operations in trench more than four feet deep are considered a technician level operation.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Trench Rescue

Topic No:	2115.05
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**II. TRENCH RESCUE TEAM RESPONSIBILITIES**

- A. Gather information from the first responding crews.
- B. Assist the Incident Commander, as directed, in building out the command structure to accommodate special operations.
- C. Determine if additional technical teams/resources are necessary.
- D. Determine if continued monitoring is needed and what monitoring instruments are required.
- E. Determine the proper level of Personal Protective Equipment.
- F. Establish and identify Rescue and Shoring Teams.
- G. Review confined space entry permit (if one exists) to determine as much information as possible regarding the space.
- H. Establish an entry team plan and backup team plan.

**ATTACHMENT:** IAP/ Site Safety Plan for Trench Rescue. Also available at: DFD Web Home Page / Downloadable Forms / Operations / Trench Rescue



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Water Rescue

Topic No:	2115.06
Date:	01-27-2022
Approved:	RM
Review Date:	01-27-2024
Replaces:	Same, dated 05-08-18

**PURPOSE:** To define safe operating methods for all water rescue and recovery operations.

**SCOPE:** Applies to all personnel functioning in an operational capacity at water rescue training and water rescue incidents.

**CAUTION:** At all technical rescue incidents, caution should be used because of the high risk/low frequency of these types of calls. All responders should be cognizant not to exceed their level of training or the ability of the equipment that they are issued. However, due to factors beyond our control (Technical Rescue Team assigned to another call, delayed response of Technical Rescue Team, etc.), first-in companies and/or the Incident Commander may feel compelled to have personnel operate beyond their level of training. If this is the case, **extreme** caution should be used, and deviating from this SOG should be the exception rather than the norm. Furthermore, operating beyond levels of expertise should only be attempted after completing a thorough risk/benefit analysis and only when a civilian's or firefighter's life is in imminent danger. As always, the safety of responders should be a primary consideration, but especially in these instances.

**Water Rescue Response** – Two engines, one truck, one District Chief, OPS-2, and the Dive Rescue Team (Rescue 1 or Rescue 2, Under Water Rig (Engine 1), and Tower 1). Additional companies may be needed.

**DEFINITIONS: SWIFT WATER**

**Down Stream Containment** – The distance an object travels in 1 - minute multiplied by the number of minutes the victim has been in the water equals the distance traveled. A company should then be assigned to that location to ensure the victim does not travel beyond that point. A good rule of thumb is "**ONE MILE**".

**Downstream Safety** - Members from the Dive Team strategically placed to rescue DFD personal.

**Hazard Site Survey** – The preplan of specific locations on a river, taking note of width, depth, velocity, and river characteristics. Locating natural and man-made hazards. Recording access routes, launch sites, and high danger areas.

**River Orientation** – Looking downstream **only**, will determine River Left or River Right.

## STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Water Rescue

<b>Topic No:</b>	<b>2115.06</b>
<b>Date:</b>	<b>01-27-2022</b>
<b>Approved:</b>	<b><i>RM</i></b>
<b>Review Date:</b>	<b>01-27-2024</b>
<b>Replaces:</b>	<b>Same, dated 05-08-18</b>

**Rescue Operations -**

- **Reach Rescue** – Rescuer stands at the water’s edge and attempts to rescue a victim, with a downstream safety in place. Potentially very dangerous for the rescuer due to the weight of the moving victim and the strength of the current.
- **Throw Rescue** – Rescuer stands at the water’s edge and attempts to throw a rope to a victim in the water.
- **Go Rescue** – Rescuer attempts to make the rescue by entering the same environment as the victim.

**Swift Water** – Any moving Water.

**DEFINITIONS: OPEN WATER**

**Triangulation** - A technique used to find an unknown point, by the formation of a triangle having the unknown point and two known points as the verticals (sides). There needs to be two witnesses with different vantage points to establish the unknown point.

**Witness Interview** – Questions asked a witness to extract as much information as possible about what they saw (age, gender, condition of victim, color of clothing victim was wearing, and last seen point in relation to an object in close proximity or beyond). In addition, witness should be interviewed to determine the exact spot the event was witnessed.

**Reach Rescue** – Rescuer stands at the water’s edge and attempts to rescue a victim with a pike pole, ladder, inflated hose, or any long tool.

**Throw Rescue** – Rescuer stands at the water’s edge and attempts to throw a rope to a victim in the water.

**Go Rescue** – Rescuer attempts to make the rescue by entering the same environment as the victim.

**Line Search** – Rescuers (two or more) are attached to a line held by a tender who controls their speed and distance as they travel up and down water’s edge. The rescuers move with the tender searching with their feet to find the victim.

## STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: SPECIAL OPERATIONS  
**Topic:** Water Rescue

<b>Topic No:</b>	2115.06
<b>Date:</b>	01-27-2022
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## I. FIRST RESPONDER RESPONSIBILITIES (GENERAL)

- A. Establish Incident Command and start building the command structure as the situation dictates and as resources allow. Implement use of the IAP/Site Safety Plan specific to water rescue.

In swift water incidents, downstream containment needs to be established as soon as possible.

- B. Conduct a comprehensive size-up of the incident. Confirm the Dive Team is responding. Locate responsible party and/or witnesses. Secure the area by removing the bystanders and keeping would-be rescuers from entering the water.
1. Witness(es) need to be separated, then interviewed at the same location where they witnessed the event.
  2. Triangulate and determine the point where the victim(s) was last seen.
- C. Department personnel shall wear PPE appropriate for their level of training and type of calls (swift or open water).
- D. Attempt to establish communication with the victim(s) and determine as much information as possible (e.g., medical condition, level of consciousness, what happened, if there are additional victims, when it happened, and how long they have been in the water).
- E. Determine if a rescue can be attempted and then select the appropriate method and PPE for an operations level rescue. Develop a plan and backup plan, taking into consideration the hazard site survey, operating techniques, safety issues specific to the environment (swift water, still water, and ice), and the rescuer's level of training.

**RESCUES SHALL ONLY BE ATTEMPTED IF THE VICTIMS ARE VISIBLE.**

## II. FIRST RESPONDER RESPONSIBILITIES (SWIFT WATER)

- A. Members trained to the Awareness Level shall be tasked with responsibilities that will not require them to go beyond the water's edge, including the following: securing the area, interviewing witnesses, spotting downstream for victims, and handling a line during boat operations.

## STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: SPECIAL OPERATIONS  
**Topic:** Water Rescue

<b>Topic No:</b>	2115.06
<b>Date:</b>	01-27-2022
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<b>Review Date:</b>	01-27-2024
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- B. District Chief – Assume command and set command post at last seen point. Get help from dispatch to send 2<sup>nd</sup> due Engine approximately one mile downstream, to become Downstream Containment.
- C. Shift Commander – Will become the Safety Officer.
- D. Swift (moving) water: **NO BOOTS! NO BUNKERS! NO ICE RESCUE SUITS!**

### III. FIRST RESPONDER RESPONSIBILITIES (SURFACE ICE RESCUE)

- A. Members trained to the Awareness Level are tasked with responsibilities that will not require them to go beyond the water's edge, including the following:
  - 1. Secure the area, reach and throw techniques, witness interviews, triangulate to determine the last seen point, and assist the Dive Team with equipment; and
  - 2. Monitor visible victims always. This includes their level of consciousness, body position, and location in the water.
- B. Members trained to the Operations Level water rescue training (i.e. trained in ice rescue with Ice Rescue suit) shall be tasked with the following responsibilities:
  - 1. All Awareness Level responsibilities (see above).
  - 2. Surface Ice Rescue: To attempt a surface ice rescue, the rescuer must be dressed in a surface ice rescue suit and be tethered to a Haul Team at the shore. The Haul Team and all non-surface ice rescue personnel will stay off the ice and dress appropriately (PFD, helmet, no boots or bunkers).
- C. **“GO” METHODS SHALL ONLY BE ATTEMPTED FOR VISIBLE VICTIMS.**

### IV. FIRST RESPONDER RESPONSIBILITIES (STILL/OPEN WATER)

- A. Members trained to the Awareness Level are tasked with responsibilities that will not require them to go beyond the water's edge, including the following:
 

Securing the area, reach and throw techniques, witness interviewing, triangulating the information to determine the last seen point, and assisting the Dive Team with equipment.

## STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Water Rescue

Topic No:	2115.06
Date:	01-27-2022
Approved:	<i>RM</i>
Review Date:	01-27-2024
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B. Members trained to the Operations Level shall be tasked with responsibilities that can include reach, throw, and go techniques as well as all Awareness Level responsibilities.

1. When performing an open water rescue, members must wear a PFD and stay tethered. Tethering can be as little as a rope in the rescuer's hand to assist with rescuer and victim retrieval. No bunkers will be worn.
2. Ice rescue suits can be worn in open water to provide thermal protection and buoyancy. However, the weight and restrictive nature of the suit will add to the rescuer's fatigue.
3. When doing a line search, member(s) in the water must wear a PFD and stay tethered. No bunkers will be worn.

#### V. WATER RESCUE TEAM RESPONSIBILITIES: TECHNICIAN LEVEL

- A. Gather information from the first responding crews.
- B. Assist the Incident Commander, as directed, in building the command structure to accommodate special operations.
- C. Establish a rescue plan and a back-up plan. Take into consideration areas with high probability of locating victim and target hazards.
- D. Establish and identify the Rescue Team and the back-up Rescue Team.
  1. Swift Water
    - a. Rescue swimmers or boat operators
    - b. Downstream safety swimmers
  2. Surface Ice
    - a. Surface ice rescue person, safety diver, and communications person (Como)
    - b. Second team set up the same as the first
  3. Open Water
    - a. Diver, safety diver, and communications person (Como)
    - b. Second team set up the same as the first

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: Water Rescue

Topic No:	2115.06
Date:	01-27-2022
Approved:	<i>RM</i>
Review Date:	01-27-2024
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E. Determine technical rescue equipment and PPE needed:

1. Swift Water  
Wet suits, fins, boogie boards, helmets, and PFDs
2. Surface Ice Rescue  
Ice rescue suit, helmet, fins, safety diver set up, and communications gear
3. Open Water  
Dive set up

F. Determine if additional technical teams/resources are needed.

G. Build high line rope system.

H. Rescue victim.

**REFERENCES:** Dive Rescue International

**ATTACHMENTS:** IAP/Site Safety Plan for Swift Water Rescue

Available at: DFD Web Home Page / Downloadable Forms / Operations / Site Safety Plans / Swift Water Rescue

IAP/Site Safety Plan for Dive Rescue

Available at: DFD Web Home Page / Downloadable Forms / Operations / Site Safety Plans / Dive Rescue

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: TECHNICAL RESCUE CERTIFICATION

Topic No:	2115.07
Date:	03-09-2021
Approved:	<i>RM</i>
Review Date:	03-09-2023
Replaces:	Same, dated 02-05-15

**PURPOSE:** To provide a procedural overview and identify the process and rules for certification for the Denver Fire Department Technical Rescue Certification program.

**SCOPE:** Applies to all uniformed Denver Fire Department personnel.

**OVERVIEW:**

The Denver Fire Department Operations Division will require that all members assigned to Tower 1, Engine 1, Rescue 1, and Rescue 2, certify and maintain the Denver Fire Department “Technical Rescue Certification” (TRC). The certification is derived from NFPA 1006 and NFPA 1670, focusing on the areas of Rope I, Rope II, Confined Space Rescue, Trench Rescue, and Structural Collapse.

Members not assigned to Special Operations who have had prior training and received certification for Technical Rescue outside of the Denver Fire Department TRC program that meets or exceeds NFPA 1006 and NFPA 1670, will be afforded the opportunity to obtain TRC recognition. Recognition will be based on a two-tiered process and will be at the discretion of the Operations Division Chief.

**Tier 1: Letter of Recognition**

Tier 1 applies to any member who has participated, completed, and received Technical Rescue Certification outside of the Denver Fire Department TRC program. To be eligible for Tier 1 certificate of recognition, the following criteria must be met:

1. The member must provide proof of completion and certification from an approved Technical Rescue Program within 36 calendar months from the time of submittal.
2. The certification will need to be confirmed and approved by the Operations Division Chief or designee, that the course taken meets or exceeds the NFPA 1006, NFPA 1670 regarding Technical Rescue.
3. If the course meets the established criteria, certificate of recognition will be granted. If the course does not meet the criteria, that member will have to either move toward the Tier II phase or enroll in the Denver Fire Department TRC program.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: SPECIAL OPERATIONS

Topic: TECHNICAL RESCUE CERTIFICATION

Topic No:	2115.07
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**Tier II: Test Out Process**

Tier II applies to any member who has attended, completed, and received Technical Rescue Certification outside the Denver Fire Department TRC program that is greater than 36 calendar months from the time of certification and submittal for recognition. Certification must include NFPA 1006 and NFPA 1670 compliant Rope I, Rope II, Confined Space Rescue, Trench Rescue, and Structural Collapse. During the Tier II process, members who qualify and have the certification will be allowed to “Test Out” and earn certification recognition. The Tier II “Test Out” process consists of three phases. A written test, an online course, and a hands-on evaluation.

1. The Special Operations Chief will confirm eligibility.
2. If Tier II recognition is confirmed, the TRC Manual and Task Book will be issued for 30 days to review and practice Skills.
3. At the end of the 30-day period, the Special Operations Chief and member applying will establish a date and time for the written test. The written test is:
  - a. 50 questions
  - b. 80% is passing
4. Upon receiving a passing written score, the member is then required to complete the online TEEEX Structural Collapse course (valid for 1 year). The course certificate will be given to the Special Operations Chief to be entered in Target Solutions.
5. The hands-on-test (HOT) will be scheduled with a Captain from TR-1, R-1, or R-2, through the Special Operations Chief.
  - a. The Captain has the option to delegate the HOT to one of the TRC Lead Instructors.
  - b. The hands-on-test will take no longer than 2 hours.
  - c. The test may include any TRC JPR from the Task Book.
  - d. Portions of the hands-on-test will include setting up equipment, completing JPRs, and answering questions by the Tester that are relevant to the certification.
  - e. The Tester will have specific JPRs to sign off.

Eligibility and enrollment will be at the discretion of the Operations Division Chief or designee.

The Operations Division will coordinate with the Safety and Training Division and the Captains of TR-1, R-1, and R-2 to facilitate refresher training prior to “Testing Out.”



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: SPECIAL OPERATIONS  
**Topic:** Minimum Staffing for Special Operations

<b>Topic No:</b>	<b>2115.08</b>
<b>Date:</b>	<b>10-31-18</b>
<b>Approved:</b>	<b>CDIII</b>
<b>Review Date:</b>	<b>10-31-20</b>
<b>Replaces:</b>	<b>Same, dated 05-06-16</b>

**PURPOSE:** To establish procedures for maintaining a minimum safe staffing level for all specialty companies. The minimums are comprised for “On-Air” operations and for safe deployment of rescue teams.

**SCOPE:** Applies to all Denver Fire Department personnel functioning at a Technical Rescue incident or training.

**Water Rescue**

Response: Engine 1, Rescue 1 or Rescue 2 and Tower 1  
 Optimal Staffing: 8 Dive Certified Technicians  
**Minimum Staffing: 6 Dive Certified Technicians at an incident**  
 Min. Staffing Team Assignments: 1 Technician- Group Supervisor; 2 Technicians- 1 Primary Diver and 1 Safety Diver on Team Alpha; 2 Technicians- 1 Primary Diver and 1 Safety Diver on Team Bravo; 1 Technician- Line Tender

**Swift Water Rescue**

Response: Engine 1, Rescue 1 or Rescue 2 and Tower 1  
 Optimal Staffing: 12 Level 2 Swift Water Technicians  
**Minimum Staffing: 7 Level 2 Swift Water Technicians at an incident**  
 Min. Staffing Team Assignments: 1 Technician- Group Supervisor; 2 Technicians- Boat Rescuers; 2 Technicians- Line Tenders; 2 Technicians- Downstream Safeties

**Hazardous Materials**

Response: Decon, Engine 6, Rescue 1 or Rescue 2, Engine 9, Tower 9, and Hamer 1  
 Optimal Staffing: 18 Hazmat Technicians  
**Minimum Staffing: 12 Hazmat Technicians at an incident**  
 Min. Staffing Team Assignments: 1 Technician- Branch Director; 1 Technician-Entry Group Supervisor; 1 Technician- Decon Group Supervisor; 1 Technician- Safety Officer; 2 Technicians- Entry Team Alpha; 2 Technicians- Entry Team Bravo; 2 Technicians- Rescue Team; 1 Technician- Resources Specialist; 1 Technician- Decon Operations Officer

**Collapse / Con Space / Trench**

Response: Rescue 1 or Rescue 2 Tower 1, Collapse Unit, Engine 1, Engine 9 or Tower 9 with the Hamer 1 rig, Dirt Vacuum Engine 6 (on trench)  
 Optimal Staffing: 12 Technicians  
**Minimum Staffing: 6 Technicians at an incident**  
 Min. Staffing Team Assignments: 1 Technician- Group Supervisor or Edge/Entry Attendant; 2 Technicians- Team Alpha; 2 Technicians- Team Bravo; 1 Technician- Air Cart/Shore Support/Cut Station

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: SPECIAL OPERATIONS  
**Topic:** Minimum Staffing for Special Operations

<b>Topic No:</b>	<b>2115.08</b>
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**High Angle Rescue**

Response: Rescue 1 **or Rescue 2**, Tower 1 and Engine 1  
Optimal Staffing: 10 Level 2 High Angle Certified Technicians  
**Minimum Staffing: 6 High Angle Certified Technicians at an incident**  
Min. Staffing Assignments: 1 Technician- Edge Attendant; 1 Technician- Team Alpha; 2 Technicians- Team Bravo; 1 Technician- Rigger/Haul Team; 1 Technician- Belay Team

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: SPECIAL OPERATIONS  
**Topic:** Recognized Technical Certifications

<b>Topic No:</b>	<b>2115.09</b>
<b>Date:</b>	<b>09-15-17</b>
<b>Approved:</b>	<i>CDIII</i>
<b>Review Date:</b>	<b>09-15-20</b>
<b>Replaces:</b>	<b>Same, dated 06-28-17</b>

**PURPOSE:** To provide members with the approved recognized certifications.

**SCOPE:** Applies to Special Operations personnel.

**OVERVIEW:**

The Denver Fire Department Special Operations Group is comprised of the following companies: Engine 1, Tower 1, Rescue 1, Rescue 2, Engine 6, Hamer 1, Engine 9, and Tower 9. Below are the approved and recognized certifications to use in conjunction with the Transfer Policy. It is the member's responsibility to know and maintain certification standards, including; the renewal procedure, required CE hours and/or JPRs.

<u>Company</u>	<u>Certification</u>	<u>Issuing Agency</u>
Rescue 1 & 2:	1. Public Safety Diver (PSD)	DRI*
	Or	
	Open Water Diver	SSI**
	Open Water Diver	SDI***
	2. Public Safety SCUBA Instructor	DRI/SDI
	3. Dive Rescue Specialist (DR1)	DRI
	Or	
Engine 1:	ERDI I & II	ERDI****
	4. Dive Rescue Specialist Instructor	DRI/ERDI
	5. Swiftwater Rescue I and II	DRI/ERDI
	6. Technical Rescue Certification	DFD*****
	7. Hazardous Materials Technician	Pro Board/CMCB***** IFSAC/State Certification
	1. Public Safety Diver (PSD)	DRI
	Or	
Open Water Diver	SSI	
Open Water Diver	SDI	
2. Public Safety SCUBA Instructor	DRI	
3. Dive Rescue Specialist (DR1)	DRI	
ERDI I & II	ERDI	
4. Dive Rescue Specialist Instructor	DRI	
5. Swiftwater Rescue I and II	DRI/ERDI	
6. Technical Rescue Certification	DFD	

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section:** OPERATIONS: SPECIAL OPERATIONS  
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<b>Topic No:</b>	<b>2115.09</b>
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<u>Company</u>	<u>Certification</u>	<u>Issuing Agency</u>
Tower 1:	1. Technical Rescue Certification 2. Swiftwater Rescue I and II	DFD DRI/ERDI
Hamer 1:	1. Hazardous Materials Technician	Pro Board/CMCB IFSAC/State Certification
Engine 6:	1. Hazardous Materials Technician	Pro Board/CMCB IFSAC/State Certification
Engine 9:	1. Hazardous Materials Technician	Pro Board/CMCB IFSAC/State Certification
Tower 9:	1. Hazardous Materials Technician	Pro Board/CMCB IFSAC/State Certification

- \*Diver Rescue International
- \*\*Scuba Schools International
- \*\*\*Scuba Diving International
- \*\*\*\*Emergency Response Diver
- \*\*\*\*\*Denver Fire Department
- \*\*\*\*\*Colorado Metropolitan Certification Board

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HAZARDOUS MATERIALS  
Topic: Hazardous Materials Incidents

Topic No:	2116.01
Date:	01-12-18
Approved:	CDIII
Review Date:	01-12-20
Replaces:	Same, dated 05-18-11

**PURPOSE:** To provide a procedural overview of hazardous materials isolation and mitigation considerations applicable to first responders and members of the Hazardous Materials Team

**SCOPE:** Applies to Denver Fire Department personnel functioning at incidents involving Hazardous Materials for either a Level 1 or Level 2 response.

**I. FIRST RESPONDER RESPONSIBILITIES**

A. Establish Incident Command and start building the command structure as the situation dictates and as resources allow.

1. The Incident Commander shall implement the use of a Site Safety Plan (HM 208). This plan is to be updated and consistent with all operations going on throughout the incident. This plan can be delegated to the Safety Officer in expanded incidents.

2. Conduct a comprehensive size-up of the incident. Verify that the incident is a hazardous materials incident. If it is determined that the incident is within the scope of Level 1 response procedures, first in companies shall initiate the appropriate mitigation techniques. **Level 1 response will consist of an engine, closest Rescue and a Chief.** Level 1 response procedures may include, but is not limited to, hazard mitigation of fuel spills, natural gas, propane leaks, **carbon monoxide, carbon dioxide and hydrogen sulfide (aka Sewer Gas) investigations.** For all other hazmat incidents beyond Level 1, a full hazmat response, Level 2 response shall be requested. A Level 2 response includes the following companies: HAMER 1, Engine 9, Tower 9, Engine 6, the DECON Rig, and the closest Rescue. **Station 9 personnel will be responsible for staffing HAMER 1 and will act as the primary entry team.** Initial crews need to secure and isolate the area and begin the process of setting hot, warm, and cold zones.

3. Locate any witnesses to said event and determine initial exposure/casualties.

4. No rescue attempts should be made into the Hot Zone without utilizing full PPE, SCBA, and having emergency decontamination procedures established.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HAZARDOUS MATERIALS  
Topic: Hazardous Materials Incidents

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**II. HAZARDOUS MATERIALS TEAM RESPONSIBILITIES**

- A. Once positive identification of a hazardous material (either known or unknown) as a solid, liquid, or gas has been established, the Denver Fire Department Hazardous Materials Team will be deployed into action.

For special events, a Joint Hazardous Material Assessment Team (JHAT) will be utilized to determine level of response and initiate the Incident Command System if a credible threat is determined. If the situation can be handled by the JHAT, then they will do so without scaling up the incident. The JHAT will confer with either the on-site Incident Commander or relevant Branch Directors from their organization first, prior to any mitigation efforts.

- B. Once the HazMat Team arrives on scene, the Officers from all on-scene resources will all meet with the Incident Commander to determine method of entry, mitigation, decontamination and gather as much information as possible from first responding crews.

- C. Hazardous Materials Branch Director and Entry Group Supervisor will formulate an Incident Action Plan for the mitigation of the material that meets the objectives and strategy of the Incident Commander.

- D. Initial actions to be done prior to entry are as follows:

1. Monitor air.
2. Identify and confirm symptomatic condition of patients.
3. Shut down utilities, if needed.
4. Confirm that initial Hot Zone is sufficient and define the Hot Line and Decontamination Reduction Corridor.

- E. Determine what the chemical or material is whenever possible.

1. Locate U.N. identification number.
2. Obtain Safety Data Sheets (SDSs).
3. Research chemical and physical properties of product, if available.
4. Get 10-minute updates on wind direction, speed, and temperature **or deploy the weather station and actively monitor.**
5. Locate a responsible party for the layout of the building to gain helpful knowledge for entrants. Locate NFPA 704 placard on building, if applicable.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HAZARDOUS MATERIALS  
Topic: Hazardous Materials Incidents

Topic No:	2116.01
Date:	01-12-18
Approved:	CDIII
Review Date:	01-12-20
Replaces:	Same, dated 05-18-11

- F. Determine the proper level of Personal Protective Equipment. This process shall be determined by the Resource Officer and confirmed by Entry Group Supervisor and HazMat Branch Director, based on reliable information received about the chemical or material.
- G. Establish and identify entry teams, back-up teams, and rescue teams. Teams will be identified as Alpha Team, Bravo Team, etc.
- H. All members who are going to be engaged in entry need to have pre-entry and post-entry medical screens, performed by the Medical Officer (Denver Health Paramedic or the Medical Officer).
- I. Confirm that Decontamination Reduction Corridor is in place and is operational. No entry of any type will be done without Decontamination being in place.
- J. Once the Incident Action Plan is set, all members will be given a safety briefing of the goals, actions, safety concerns and abort criteria regarding the mission. The Entry Group Supervisor is responsible for conducting the safety briefing.
- K. All “Down-Range” communications with the Entry Team will be done through the Entry Group Supervisor, operating on a separate, dedicated channel.
- L. Once the problem has been reconned and/or mitigated, the Entry Team will exit through the decontamination reduction corridor and a debriefing of events will occur. If needed, the Bravo Team will be sent in for the second entry.  
  
If multiple entries are to be made, the HazMat Branch Director and Entry Group Supervisor will utilize and configure teams to maximize goal outcomes and reduce fatigue of the entrants.
- M. **The Incident Commander shall consider the need for cost recovery and code enforcement early in the incident. Contact the Special Operations Chief for assistance if needed.**

REFERENCES: None

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HAZARDOUS MATERIALS  
**Topic:** Decontamination Procedures at a Hazardous Materials Incident

<b>Topic No:</b>	<b>2116.02</b>
<b>Date:</b>	<b>01-12-18</b>
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<b>Review Date:</b>	<b>01-12-20</b>
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**PURPOSE:** To provide a procedural overview of the decontamination procedures at a hazardous materials incident applicable to Decontamination Team and all Denver Fire Department personnel assigned to assist with decontamination at a hazardous materials **incident**.

**SCOPE:** Applies to all Denver Fire Department personnel functioning either at a Level 1 or Level 2 hazardous materials response where Decontamination may be performed.

**RESPONSE:** Any incident that requires an involved decontamination process, a Level 2 response shall be initiated by Dispatch or the Incident Commander. A Level 2 response includes the following companies: **HAMER 1, Engine 9, Tower 9, Engine 6, DECON, the closest Rescue, and OPS-2.**

**I. TYPES OF DECONTAMINATION**

- A. **Gross Decontamination:** A corridor established to create a water shower to cleanse people leaving a large venue or location after a suspected hazardous materials release. This can be accomplished by utilizing fire apparatus, nozzles, or any device that will create a significant water flow to wash contaminants off clothing or exposed body areas.
- B. **Mass Decontamination:** The decontamination of large numbers of people in the event of industrial, accidental, or intentional release of a toxic, caustic, polluted, or otherwise unhealthy or damaging substance. This is to include any chemical, biological, or radiological product intentionally released to harm first responders or the general public. Mass decontamination will be completed with large tents, which will include an un-dress and re-dress area. This decontamination will also require additional resources due to the need of patient accountability and potential for extended operational periods.
- C. **Technical Decontamination:** A decontamination corridor established to remove or neutralize hazardous materials from first responders who have gone “Down Range” at a hazardous materials incident. Technical Decontamination will necessitate an establishment of hazard zones, a well-defined decontamination reduction corridor, and proper analysis of product for decontamination solution and appropriated PPE.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HAZARDOUS MATERIALS  
Topic: Decontamination Procedures at a  
Hazardous Materials Incident

Topic No:	2116.02
Date:	01-12-18
Approved:	CDIII
Review Date:	01-12-20
Replaces:	Same, dated 05-18-11

- D. Emergency (Cut and Run): A rapid decontamination of a victim or first responder who has been contaminated at a hazardous materials incident. At a minimum, a hose line off an engine is required; at a maximum, a full decontamination reduction corridor should be established.
- E. Self Decontamination: This is in effect for the last scrubbers leaving the decontamination reduction corridor. This process will have the first responders remove any potential contaminants from their person before exiting into the warm zone.
- F. Dry Decontamination: The process of brushing contaminants off a person or first responder at a hazardous materials incident without a decontamination solution. This is performed by the Scrubbers and will necessitate the use of meters or other assessment materials to confirm that the person has been successfully decontaminated.
- G. Non-Ambulatory Decontamination: The decontamination of people who do not have the ability to walk through a decontamination line. This will encompass the use of a tent and the non-ambulatory roller system to assess and decontaminate the person. This process will require additional resources due to the intensive nature of non-ambulatory decontamination.

**II. COMMUNICATIONS**

Communications will be completed through the chain of command from the Decontamination Team Leader through the Decontamination Group Supervisor. Decontamination Team Leader ~~Officer and Tower 9 Engineer~~ will monitor the radio channel designated for the Haz-Mat Entry Team and keep the Scrubbers updated on teams sent down range and their progress. If necessary, the Scrubbers and Decontamination Team Leader will select a separate radio channel to conduct and receive transmission of pertinent information from the Decontamination Group Supervisor.

**III. CONTAINMENT AND RUN-OFF**

Decontamination Team members, at all times need to be aware of product containment and the potential for product run-off at a hazardous materials emergency. If the product has exceeded or manages to get into a public sewer, waterway, or an area affecting public health, the Special Operations Assistant

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HAZARDOUS MATERIALS  
**Topic:** Decontamination Procedures at a Hazardous Materials Incident

<b>Topic No:</b>	<b>2116.02</b>
<b>Date:</b>	<b>01-12-18</b>
<b>Approved:</b>	<b>CDIII</b>
<b>Review Date:</b>	<b>01-12-20</b>
<b>Replaces:</b>	<b>Same, dated 05-18-11</b>

Chief will be contacted, and the proper agency will be notified to mitigate the issue.

**IV. DISPOSAL**

All contaminated clothing and equipment will be left at the scene and disposed of by a professional hazardous materials contractor. This includes SCBAs, bunking gear, monitoring equipment, decontamination tents, and any equipment deemed condemned by the Incident Commander, Haz-Mat Branch Director, or Decontamination Group Supervisor. Any decontamination issues with regard to firearms will be dealt with by the Incident Commander, Decontamination Group Supervisor, and the affected agency.

**V. DECONTAMINATION TEAM RESPONSIBILITIES**

- A. Determine access to emergency and staging location with Incident Commander for the apparatus, keeping in mind elements such as wind, temperature, and topography.
- B. Determine best location for Decontamination Reduction Corridor and establish corridor after consulting with Hazardous Materials Branch Director.
- C. Set up appropriate Decontamination Reduction Corridor based on information received from Entry Group Supervisor or Resource Officer.
- D. Secure access to the corridor with barrier tape and Law Enforcement.
- E. Dress the appropriate number of Scrubbers for the incident and determine if additional resources are needed.
- F. Establish a water supply for the Decontamination Team.
- G. Establish a Safety Officer for the Decontamination Team.
- H. Determine appropriate containment methods for the decontamination methods selected.

**VII. DECONTAMINATION TEAM ASSIGNMENTS**

- A. Engine 6 Officer – Decontamination Group Supervisor
  - 1. Report to Command Post.
  - 2. Consult with Incident Commander and Hazmat Branch Director to determine location type and size of decontamination reduction corridor.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: HAZARDOUS MATERIALS  
**Topic:** Decontamination Procedures at a Hazardous Materials Incident

<b>Topic No:</b>	<b>2116.02</b>
<b>Date:</b>	<b>01-12-18</b>
<b>Approved:</b>	<b>CDIII</b>
<b>Review Date:</b>	<b>01-12-20</b>
<b>Replaces:</b>	<b>Same, dated 05-18-11</b>

3. Request ALS for decontamination area for patient care, if necessary (i.e. vitals/accountability/patient transport).
4. Request Denver Police, if necessary, for securing decontamination area and civilian control.
5. Relay to Decontamination Team Leader all pertinent information as it relates to chemical information.

**B. Engine 6 Senior Firefighter – Decontamination Team Leader**

1. Drive the decontamination apparatus to the scene and properly stage the vehicle as instructed by Incident Command.
2. Supervise and direct the set up of decontamination operations and Decontamination Reduction Corridor.
3. Determine proper decontamination method and solution with information obtained from the Resource Officer.
4. Maintain a written record of incident on a Decontamination Officers Worksheet.
5. Notify Decontamination Group Supervisor when decontamination personnel and Decontamination Reduction Corridor are in place.
6. Monitor operations and determine if additional resources are needed.

**C. Engine 6 Junior Firefighter – Decontamination Safety/Medical Officer**

1. Assist with set up of decontamination area and Reduction Corridor.
2. Assist Engine 6 Engineer in setting up water supply.
3. Assure with Decontamination Team Leader that the Decontamination Team members are appropriately suited and all medical and equipment records are recorded.
4. Maintain a written record on a Medical and Safety Officers Worksheet.
5. Observe operations with special consideration for safe operational practices.
6. Report any unsafe operations immediately to Decontamination Team Leader.
7. The Medical Officer is responsible for obtaining and recording baseline vital signs of Scrubbers and back-up team members, pre- and post-entry of the Scrubber, and monitoring and recording air levels, time inside the suits, and any other relevant information

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section:** OPERATIONS: HAZARDOUS MATERIALS  
**Topic:** Decontamination Procedures at a  
Hazardous Materials Incident

<b>Topic No:</b>	<b>2116.02</b>
<b>Date:</b>	<b>01-12-18</b>
<b>Approved:</b>	<b><i>CDIII</i></b>
<b>Review Date:</b>	<b>01-12-20</b>
<b>Replaces:</b>	<b>Same, dated 05-18-11</b>

relating to the safety and health of the Scrubbers and back-up team members.

D. Engine 6 Engineer – Water Supply/Equipment Monitoring

1. Assist with set up of decontamination area and Reduction Corridor.
2. Establish water supply to Decontamination Reduction Corridor, which will include back-up line and water heating system.
3. Set up salamander heater to tents, if necessary.
4. Act as Valet for the Decontamination Team.

E. Support Personnel

1. Don appropriate PPE and assume role of Scrubbers, working at the direction of the Decontamination Team Leader.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: HAZARDOUS MATERIALS  
Topic: Hazardous Materials Disposal

Topic No:	2116.03
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**THE DENVER FIRE DEPARTMENT DOES NOT ACCEPT HAZARDOUS WASTE OR MATERIALS FOR DISPOSAL OR STORAGE**

No Department member shall accept substances or materials for disposal from any individual or agency (Federal, State, and Local). Any substance that an individual is asking to have disposed of must be considered hazardous waste. As hazardous waste, the material has to be considered toxic and potentially dangerous to those who come in contact with it.

When any substance is brought to a Fire Department facility for intended drop off, the Department member contacted shall document the content by recording the following information:

- A. the Date
- B. Name
- C. Individual or company address
- D. Individual or company telephone number
- E. Vehicle license number
- F. Container type and identifying labeling

Whenever possible, contact the District Chief or the Special Operations Assistant Chief to take photographs of the substance or substance container. The above information and photographs should be forwarded to the Special Operations Assistant Chief. This information can be used to track the materials should they be found later, dumped in a field or on the side of the road, etc.

Inform the person requesting the disposal of the substance that dumping of a hazardous substance on private or public land is a criminal act under federal, state, and city laws. Also encourage the individual to take the substance to a disposal facility that is licensed to process hazardous waste. These facilities can be found in the telephone book (yellow pages) under Waste Disposal.

For disposal of household hazardous waste/chemicals, the procedure is:

- A. Citizens of Denver can take advantage of Denver's household hazardous waste collection program. Denver Recycles is a program of Denver Public Works Solid Waste Management. The program accepts many common household hazardous waste/chemicals. The chemicals received are recycled, reused, or disposed of properly. Home pickup or central drop-off options are available. Additional information about the program is available on the web at [www.denvergov.org/recycle](http://www.denvergov.org/recycle) or pickup and drop-

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: OPERATIONS: HAZARDOUS MATERIALS**  
**Topic: Hazardous Materials Disposal**

<b>Topic No:</b>	<b>2116.03</b>
<b>Date:</b>	<b>01-12-18</b>
<b>Approved:</b>	<b><i>CDIII</i></b>
<b>Review Date:</b>	<b>01-12-18</b>
<b>Replaces:</b>	<b>Same, dated 10-12-11</b>

off appointments can be made by calling 1-800-449-7587. If this program will not work for the individual(s), then they must have the material picked up by an environmental contractor for a fee.

- B. Representatives from other agencies need to contact their agency for hazardous waste disposal. Again, the Fire Department does not accept hazardous waste that other agencies have acquired because of high disposal costs. All City, State, and private agencies should have protocols in place for the disposal of such items.
- C. To report any illegal dumping of hazardous materials or any other hazardous waste disposal questions, call “311.”

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: Operations: EMS  
Topic: Oxygen Cylinder Valve/Regulator  
Gaskets

Topic No:	2119.01
Date:	10-12-22
Approved:	RM
Review Date:	10-12-25
Replaces:	Same, dated 07-12-18

**PURPOSE:** The information provided will guide members on the installation of the oxygen regulator, repair procedures, and replacement of the brass-bound rubber gasket. Step-by-step procedures are included for proper submittal and replacement of the regulator.

**SCOPE:** The Oxygen Regulator is a vital tool that is utilized daily by all members. The objective is to educate members on proper installation, repair, replacement of the regulator, and utilization of the brass-bound rubber gasket. A new repair form has been created and must accompany the regulator when sent in for repair. Questions regarding any part of this directive may be directed to members at Station 28.

**I. O2 Regulator**

- a. Station 28 is responsible for the care, maintenance, and replacement of all regulators in the Operations Division. Questions and concerns will be directed to the members of Station 28.
- b. Each Apparatus will be assigned two oxygen regulators. One will be the old style and the second will contain the Diss ports for CPAP therapy. The regulators are to be inventoried daily.
  - Company Captains are responsible for the regulator.
  - Every regulator will have a personal identification number. This is utilized for tracking repairs and anticipated inventory needs.
- c. Each District Chief is assigned one spare regulator to be checked out to individual Companies when their regulator is sent to Station 28 for repairs.
  - The District Chief, or their designee, is responsible for the care of the regulator.
  - A form can be found under “downloadable forms” to assist in tracking the loaner regulator.
  - Each regulator assigned to the District Chief will have a personal identification number to help in tracking the regulator.
- d. Any lost regulator will follow DFD procedures regarding equipment replacement. The Officer is responsible for completing the Internal Correspondence through the Chain of Command.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: Operations: EMS  
Topic: Oxygen Cylinder Valve/Regulator  
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Topic No:	2119.01
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**II. O2 Regulator Gasket**

- a. The Department formerly utilized a nylon crush-type gasket. This type of gasket is obsolete and will cause safety issues if used. The gasket shall be removed from all Firehouses.
- b. All members are directed to utilize a reusable brass-bound rubber seal that is in good condition whenever an oxygen cylinder/regulator connection is being changed.
- c. The re-usable brass bound rubber seal should last 3 months or more and is available, by request, from Station 28. See photo attachment.

**III. O2 Regulator Installation**

- a. The following is a step-by-step installation procedure.
  - 1. Always “crack” cylinder valves (open the valve just enough to allow oxygen to escape for a very short time) before attaching regulators in order to expel foreign matter from the outlet port of the valve.
  - 2. Always follow the regulator manufacturer’s instructions for attaching the regulator to the oxygen cylinder.
  - 3. Always use the reusable brass-bound rubber seal specified by the regulators manufacturer.
  - 4. Always inspect the regulator and seal before attaching it to the valve to ensure that the regulator is equipped with one clean, reusable brass-bound rubber seal.
  - 5. Always be certain the valve, regulator, and reusable brass-bound rubber seal are free from oil and grease. Oil or grease contamination is widely known to contribute to ignition in oxygen systems.
  - 6. Tighten the T-handle firmly by **hand**. Do not use wrenches or other hand tools that may over torque the handle.
  - 7. Open the post valve slowly. If oxygen escapes at the juncture of the regulator and valve, quickly close the valve. Verify that the regulator is properly attached, and the reusable brass-bound rubber seal is properly placed and in good condition

**IV. Procedures for Repair**

- a. There are two common repairs that occur with the regulator.
  - i. The t-handle is either broken or deformed due to over tightening.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: Operations: EMS  
Topic: Oxygen Cylinder Valve/Regulator  
Gaskets

Topic No:	2119.01
Date:	10-12-22
Approved:	<i>RM</i>
Review Date:	10-12-25
Replaces:	Same, dated 07-12-18

- ii. The dial needs to be replaced due to the regulator being dropped.
- b. The following procedures are to be utilized when sending a regulator to Station 28 for repair.
  - 1. Once a Company has identified that the regulator is non-functional, the respective District Chief shall be notified that the spare regulator is needed.
  - 2. The Company Officer, or designee, will then download the form to be submitted with the oxygen regulator. The form can be found under downloadable forms on the DFD web under the Operations tab; O2 Regulator Repair Sheet.
  - 3. Completely fill out the form to be submitted. Assure **reason** for sending in regulator is documented.
  - 4. Attach form to regulator.
  - 5. Notify District Chief that the regulator is ready to be picked up to be sent to Station 28 for repair.
  - 6. Sign out spare regulator from District Chief.

**REFERENCES:**

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EMS  
Topic: Base Station Contact

Topic No:	2119.02
Date:	12-07-17
Approved:	CDIII
Review Date:	12-07-19
Replaces:	Same, dated 10-12-11

**PURPOSE:** The following information should be used as a guideline for base station determination.

**SCOPE:** Applies to all members making base station contact.

Base station contact is an essential part of the two-tier EMS system. Base station contact allows direct contact with the attending emergency physician at Denver Health Medical Center. Base station contact allows the liability issues of a patient's refusal to be shared with the attending doctor at Denver Health Medical Center. Emergency Medical Technicians of the Denver Fire Department have been granted the latitude to make the determination for base station contact.

Once contact has been made with the patient, the patient can refuse treatment.

**I. REFUSAL**

A refusal can only be granted when:

- A. The patient is mentally alert and oriented and has decision-making capability.
- B. The patient is not under the influence of drugs or alcohol.
- C. The patient has not suffered a head injury.
- D. The patient has been fully informed of the possible consequences of refusing treatment, including further injury or possible death, and continues to refuse treatment.

Base Station Contact is required at all times for: Any patient 5 years or younger who is not being transported via ambulance regardless of the complaint

- A. Any patient under 18 years of age who does not have a parent/legal guardian present
- B. Any patient considered to be high risk
- C. You do not have to contact base for minors 6-18 that have a parent or legal guardian present and are not deemed high risk

See the Denver Metro Protocols for further information: 0080 Patient Non Transport or Refusal

[http://www.dmemsmd.org/sites/default/files/Denver%20Metro%20Protocols%20July%202017\\_1.pdf](http://www.dmemsmd.org/sites/default/files/Denver%20Metro%20Protocols%20July%202017_1.pdf)

**II. AUTO ACCIDENTS**

Base Station contact for citizens involved in auto accidents is required when:

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EMS  
Topic: Base Station Contact

Topic No:	2119.02
Date:	12-07-17
Approved:	CDIII
Review Date:	12-07-19
Replaces:	Same, dated 10-12-11

- A. The mechanism of the accident, as determined by Fire Department members, is significant enough to cause injury, and the patient verbally denies any injury or admits to minor injuries.
- B. The patient, after being fully informed of the possible consequences of refusing treatment, still verbally refuses to be seen by paramedics or hospital personnel.

Base Station contact for citizens involved in auto accidents is not required when:

- A. The mechanism of the accident is determined, by Fire Department members, to lack enough force to cause injury.
- B. The Patient denies any injury.
- C. The patient, after being fully informed of the possible consequences of refusing treatment, still verbally refuses to be seen by paramedics or hospital personnel.

**III. LIFT ASSISTS**

Base Station contact is not required for patients who have requested lifting assistance due to a fall when:

- A. The overall condition of the patient, as determined by Department personnel, is not detrimental to leaving the patient under their own care.
- B. The mechanism of the accident, as determined by Fire Department members, lacks enough force to cause injury.
- C. The patient denies any injury.
- D. The patient, after being fully informed of the possible consequences of refusing treatment, still verbally refuses to be seen by paramedics or hospital personnel.

**IV. PARTY DOWN – INEBRIATED PATIENTS**

Base station contact is required when a patient is found to be inebriated and without need of ALS care. When ETOH is the only medical problem of the patient, Denver Fire Department members shall cancel the responding ALS ambulance. Denver Fire Department EMT's shall make contact with the Base Station physician and report patient condition and request to transfer care to either the Denver Police or Denver Cares (Detox).

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EMS  
Topic: Base Station Contact

Topic No:	2119.02
Date:	12-07-17
Approved:	CDIII
Review Date:	12-07-19
Replaces:	Same, dated 10-12-11

Fire Department crews shall remain with the patient until care is transferred to Denver Cares or, with permission from base station, to Denver Police.

**V. DOA – PRONOUNCEMENT PROCEDURES**

The Medical Director for the Denver Fire Department encourages Department members to pronounce patients who are found in any of the following conditions:

- A. Decapitation
- B. Decomposition
- C. Dependent lividity or rigor mortis
- D. Evidence of massive blunt head, chest, or abdominal trauma
- E. Third degree burns over more than 90% of the total body surface area

The procedure to pronounce a patient includes contacting the base station physician and providing the patient's condition, lack of vital signs, last known time patient was seen alive, if known, and medical history, if known. The doctor may ask for more information to confirm your findings. When the doctor is satisfied with your assessment, he/she will pronounce the patient's time of death. Following the pronouncement, the responding ambulance shall be cancelled and placed in service. Contact Dispatch and request the police and medical examiner to respond. Department members shall remain on scene until relieved by police or the medical examiner, and the body released to their custody. After pronouncement, do not alter condition in any way or remove equipment as the patient is now a potential coroner's case.

Outside the aforementioned signs, or unless a valid CPR directive is present with the patient, all patients found pulseless and apneic shall be resuscitated.

See the Denver Metro Protocols for further information: 0050 General Guidelines: Termination of Resuscitation and Field Pronouncement Guidelines

[http://www.dmemsmd.org/sites/default/files/Denver%20Metro%20Protocols%20July%202017\\_1.pdf](http://www.dmemsmd.org/sites/default/files/Denver%20Metro%20Protocols%20July%202017_1.pdf)

**VI. ADVANCED DIRECTIVES**

All advanced directives require base station contact prior to withholding life saving measures. If the medical directive is not readily available, begin

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EMS  
Topic: Base Station Contact

Topic No:	2119.02
Date:	12-07-17
Approved:	CDIII
Review Date:	12-07-19
Replaces:	Same, dated 10-12-11

resuscitation efforts and contact the base station doctor for guidance and/or pronouncement. The pre-hospital provider should only accept verbal orders to cease resuscitation from the base station physician.

See the Denver Metro Protocols for further information: 0060 Advanced Medical Directives

[http://www.dmemsmd.org/sites/default/files/Denver%20Metro%20Protocols%20July%202017\\_1.pdf](http://www.dmemsmd.org/sites/default/files/Denver%20Metro%20Protocols%20July%202017_1.pdf)

**VII. MINORS**

The State of Colorado considers any person under the age of 18 to be a minor.

When the parent is not present to give consent or to refuse treatment for a minor:

- A. If a minor has an injury or illness, but not a life-threatening medical emergency, you may attempt to contact the parents/guardian. If this cannot be done promptly, contact base station.
- B. The consent of the parent is not necessary to authorize hospital or emergency health care when an EMT, in good faith, relies on a minor's consent, and the minor is at least 15 years of age and emancipated or married.
- C. If there is some reason to believe the child does not need transport and can be left at the scene in the custody of a responsible adult (i.e. teacher, social worker, grandparent), contact base station. Report on condition of patient and scene situation. Only on very rare circumstances should a child be left at the scene if the parent is not present and only if base station grants permission.
- D. If the minor had a life-threatening injury/illness, treat per protocols. If a parent objects to treatment, contact base station immediately, treat to the extent allowable, and notify police to respond and assist.
- E. Neither a child nor a parent may refuse treatment on religious grounds if the child is in imminent danger as a result of lack of medical treatment, or when the child is in a life-threatening situation, or when the condition will result in serious handicap or disability.

When in doubt, your actions should be guided by what is in the minor's best interests and contact base station.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EMS  
Topic: Excited Delirium Response

Topic No:	2119.04
Date:	12-07-17
Approved:	TAB
Review Date:	12-07-19
Replaces:	Same, dated 04-18-14

**PURPOSE:** To create a standard operating guideline to address incidents with those patients who exhibit the signs and symptoms of excited delirium in a safe manner for Denver Fire Department personnel, other responding agencies, and the patient.

**SCOPE:** Applies to all Operations Division personnel

**DEFINITION:** Excited delirium is a medical emergency in which a person develops extreme agitation, aggressiveness, overheating, and exceptional strength that cannot be managed by routine physical or medical techniques. Excited delirium patients may be unresponsive to language and logic; this extreme exertion may result in sudden death.

1. The Emergency Communication Operator will attempt to identify the physiological and behavioral indicators associated during the call taking process when applicable. Keep in mind that most cases of excited delirium are difficult to identify via phone. If the call taker identifies a possible excited delirium case, those indicators will be entered in the incident notes, along with a co-response with DPD.
2. If the first arriving fire crew recognizes the indicators of excited delirium, the company officer shall inform the fire dispatcher so DPD can be added to the incident. Fire personnel may attempt to keep the patient calm while waiting for DPD to arrive. Keep in mind that the patient may be unresponsive to language or logic. Physical contact with the patient should be avoided until DPD arrives. If physical contact with the subject cannot be avoided and the patient must be restrained, fire personnel should attempt to limit the patient's exertion.
3. If police are already on scene, DFD personnel shall monitor the appropriate police channel for further instructions. DPD will inform incoming units the most appropriate area to respond.

See attachment for further information.

**REFERENCE:** (Attachment) CCD Multi-Agency Excited Delirium Protocol

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** OPERATIONS: EMS  
**Topic:** Narcan Change out Procedures

<b>Topic No:</b>	<b>2119.05</b>
<b>Date:</b>	<b>08-31-17</b>
<b>Approved:</b>	<b><i>CDIII</i></b>
<b>Review Date:</b>	<b>08-31-19</b>
<b>Replaces:</b>	<b>Same, dated 04-07-15</b>

**PURPOSE** To address the change-out procedures for Narcan (Naloxone)

**SCOPE:** Applies to all Operations Division personnel

1. Companies shall carry two vials of 2mg per ml intra-nasal Narcan doses at all times.
2. If Narcan is used on an incident, a new vial shall be replaced from a Denver Health Ambulance.
3. If Narcan is used on an incident with a private ambulance company, notify the Operations Division, who will issue a new vial.
4. Members shall check the expiration date, which is located on the box, during the daily inventory. If the expiration date is within **three** months, send the vial to the Operations Division who will exchange for a newer vial.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EMS

Topic: EMS Quality Assurance / Quality Improvement Policy

Topic No:	2119.06
Date:	05-05-2022
Approved:	<i>RM</i>
Review Date:	05-05-2023
Replaces:	Same, dated 11-05-2020
References:	2119.06a DFD ESO References 2119.06.b Disposition List for ESO

**PURPOSE:** To provide an overview of the Denver Fire Department’s EMS QA/QI procedures and training requirements. This Department-wide process will provide an effective tool for evaluating and improving the quality of pre-hospital BLS care and service to the community.

**SCOPE:** Applies to all Denver Fire Department Personnel

**DEFINITIONS:**

BLS: Basic Life Support

EMS QA/QI Administrator: Reports to EMS Assistant Chief in the Operations Division and responsible for all QA/QI procedures outlined in EMS QA/QA policy

EPCR: Electronic Patient Care Report

Quality Assurance (QA): The process by which the performance of individual EMS providers will be continuously monitored to ensure compliance with treatment protocols and operational procedures

Quality Improvement (QI): A systematic, organizational approach for continuously improving all processes to deliver quality services

**I. OVERVIEW**

The EMS QA/QI Policy establishes procedures for the continuous evaluation and improvement of emergency medical services provided by the Denver Fire Department through the Quality Assurance and Quality Improvement program.

**II. DOCUMENTATION REQUIREMENTS**

A key component to any QA/QI program is proper documentation. Proper documentation not only has to have consistency, but also must be legally defensible.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EMS

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Topic No:	2119.06
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References:	2119.06a DFD ESO References 2119.06.b Disposition List for ESO

Documentation training will be provided and mandatory for each Denver Fire Department member. This will consist of in-depth ePCR software training as well as narrative training. This documentation will be the platform for continuous improvement and give the QA/QI Administrator the tools necessary to provide accurate feedback and data collection. Medical calls that resulted in patient contact and treatment must be documented in drop-down menus within the ePCR software as well as in the narrative. Documentation examples can be seen in Appendix A.

**All reports are required to be completed by the end of shift. If an extension of shift is required for completion of the ePCR, approval and notification of the respective District Chief will be required.**

### III. RESPONSE TIME DATA

Response time data is tracked under the standards of National Fire Protection Association (NFPA) 1710 and 1221. The following performance objectives are established per NFPA 1710:

- A. 90 seconds or less call processing time, not less than 90 percent of the time. Call processing time shall include the time from call answer to the initial notification of the emergency response unit.
- B. 60 seconds or less turnout time for emergency medical responses, not less than 90 percent of the time.
- C. 240 seconds or less travel time for the arrival of BLS / AED capability at an emergency medical incident, not less than 90 percent of the time.
- D. Response time data will be collected by each individual officer and recorded on the Monthly Company Metrics form and submitted to the Operations Division.
- E. Compliance with the objectives shall be evaluated monthly using data from the previous month.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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**IV. PATIENT CARE DATA**

Effective quality improvement relies on the collection, analysis, and interpretation of data in order to understand, modify and improve processes. Recording information only in narrative format is unacceptable. Each DFD member will be trained on the importance of standardized electronic data collection and the QA/QI Administrator will provide feedback regarding the quality of data entered.

The QA/QI Administrator will be responsible for auditing at minimum 5% of monthly medical calls. The QA/QI Administrator will also be responsible for creating quarterly reports to check for compliance and present data to Denver Fire Department's Assistant Chief of Operations and Denver Fire Department's Operations Division Chief.

**V. INITIATING A CASE REVIEW**

If there is a unique medical call that either the QA/QI Administrator or DFD members identify, the QA/QI Administrator will present this call to the Medical Director to review. These calls are used as educational opportunities and crew members are encouraged to attend scheduled follow up reviews. DFD members will be advised if one of their calls was chosen for review.

**VI. TRAINING AND EDUCATION**

The QA/QI Administrator will meet monthly with the Denver Health EMS Education staff to discuss deficiencies identified through the QA/QI process. These deficiencies will drive EMS education to continually improve DFD EMS customer service delivery.

**VII. REMEDIAL TRAINING AND EDUCATION**

Any remedial training will be handled on a case by case basis. This will be openly communicated to the DFD member and scheduled accordingly for one-on-one remedial education.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EMS

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**VIII. EPCR ADMINISTRATOR AND CONTACT METHODS**

DFD's QA/QI Administrator will also serve as the ePCR Software Administrator. If any questions, concerns, or ideas for improvement arise throughout the use of this software, DFD members are instructed to contact the QA/QI Administrator with these inquiries.

The QA/QI Administrator will also be available to all DFD members for questions or guidance regarding proper patient documentation.

**IX. TECHNICAL ISSUES WITH TABLET**

When technical issues arise and a replacement tablet is needed, members are instructed to contact the Technical Services Division's Executive Assistant for a replacement. In the event there is a delay in delivery of a new tablet, members will be responsible for completing Patient Care Reports and Fire Reports on their station desktop until a replacement is available.

If a tablet is physically damaged a letter is required explaining what happened in order to receive a replacement. This letter should be sent through the chain of command with the damaged device.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

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**APPENDIX A:**

**DOCUMENTATION EXAMPLES**

**I. PATIENT ASSESSMENT AND NARRATIVE METHODS**

A. Recommended - CHART Method

Chief Complaint, History, Assessment, Treatments, Transport/Transfer of Care

B. Also acceptable - SOAP Method

Subjective, Objective, Assessment, Plan

**II. SPECIAL CONSIDERATIONS**

Special considerations, such as examples below, will be available as attachments for members to review and be familiar with:

C. Patient VS. Not a Patient

B. No Patient Contact

C. Assisted ALS

D. Refusals

E. DOAs

F. Documenting more than one patient

G. Fire call resulting in a patient

## DFD ESO References

### Required Daily Responsibilities

- Prior to logging in each morning, type in your credentials F# and password.
- Before hitting “Let’s Go”, hit the update button on the top right hand corner. Then continue to log in.
- Agency ID is : denverfd
- Each shift crews must log out old crew on tablet and log in new crew
  - This entails changing Personnel
  - Pick Unit
  - Set Shift
- Make sure that all reports get synced off of the tablet and on to web every day
- Check Messages
  - If a crew member has a message, they must log in to their personal account, check messages and reply by end of shift

### EHR: Electronic Health Record

- Always use ESO Mobile App while in the field to fill out EHR
- Must sync reports from ESO Mobile App in order to complete reports on desktop/web version
  - Once report is synced to web ,it must be completed on the web

### Mandatory Fields: NEMSIS 3.4 Requirements

- Mandatory patient information will change based on the “Disposition”. This material is meant to be a guide and does not fully encompass every scenario



- Incident Number – CAD Import
- Run Type
- Priority
- Shift- Imported
- Unit – CAD Import
- Units Level of Care
- EMD Complaint
- Scene Location Type
- Address – CAD Import

- Personnel – Imported. “Lead” is EMRIC. Must be determined on every call
- Disposition
  - If a patient was transported, all three of the following items are required: “Transport Method”, “Transferred To” and “Transferred Unit”
  - If you arrived on scene and only helped with loading patient on to pram or assisted to ambulance, choose “Assist, Unit” in Disposition. This will only require you to write a narrative and does not require any patient information
- Times- CAD Import
- Additional Factors- “Addition Comments” must add ambulance information. Ex. DG 16 if patient follow up is wanted



- If there is a patient, these fields will be required. Keep in mind, that if a unit was cancelled or no patient contact was made (which is determined in the “Disposition”), these fields will not be required
- First Name/Last Name
  - If unknown, must manually type “UTO”, “N/A”, “Unknown”
- Date of Birth
  - If unknown, must “Estimate Age”
- Gender




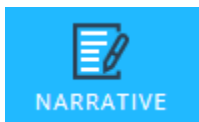
- If patient contact was made, you will be required to fill out the vitals tab
- If no vitals were taken, required to choose “UTO”



- If any medication or treatment is used, you will be required to fill out further information such as:
  - Dose, Route, Measurement
  - Oxygen- Device, Flow Rate
  - Patient Response
  - Complication
  - Medical Control



- Assessments should be used for your detailed head to toe examination. If it was not assessed, leave as “Not Assessed”. You have the option for “No Abnormalities” as well as detailed information
-  Anatomical By choosing the Anatomical Icon, you can document specific injuries on any area of the body. You can “Change Model” to Male, Female, Child, or Infant



- If patient contact was made NEMSIS 3.4 will be require you to fill out the following fields
  - Primary Impression
  - Medical/Trauma
  - Signs/Symptoms
  - Final Patient Acuity
  - Was the Patient Injured?
  - Barriers to Care
  - Alcohol/Drugs
  - Narrative



- Specialty Patient Forms should be used to document more in depth calls, such as patients with burns, suspected stroke, motor vehicle collisions and obstetrical. Not required




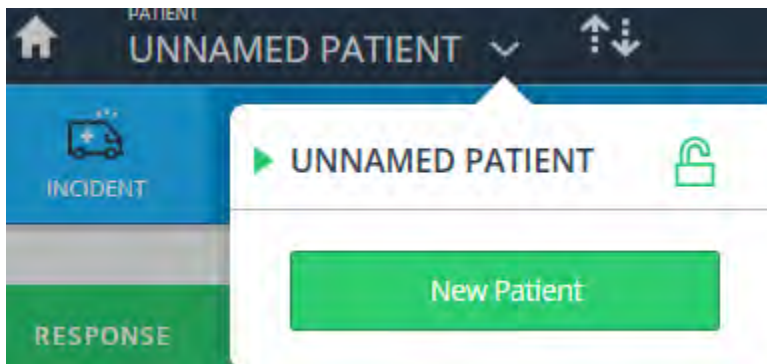
- Billing information is not required and can be skipped



- Provider Signature will be required for every report. The crew member finishing the report must sign form prior to closing EHR

### Tips and Tricks

-  This icon is what you will use to validate your report prior to closing EHR. It will tell you what fields are required and will not let you close a report until they are fixed.
- Prior to your final validation, go back to your “Incident” tab and click on “CAD Import” again to get your final times for the call
- A common kick back especially if you are finishing your report after you have cleared the call is: **Out of Sequence** Because everything is documented in real time, if you put in a set of vitals after a call is complete, it will time stamp the current time. You must manually change the time to reflect time on scene
- A report is not complete until you hit the Validation icon and **Lock Record**
- If you want to see all records you have completed and locked within EHR, change selected view to show “My Records”
  - This is also where you will access any report that you have to write an addendum
- If you have a call with multiple patients you will have to create an EHR for each patient. Within the incident click on down arrow to add a “new patient” to the same incident.





### **Fire: NFIRS Reporting**

- An NFIRS report can only be filled out on the web version. You cannot fill out a Fire report on the mobile application
- Every EHR must have a NFIRS (Fire report) attached to it. You must complete the NFIRS information within EHR. It will automatically sync and complete an NFIRS.
- Fire reports have “required” fields that will be highlighted in red. You will see the validation number on the top right hand corner change depending on the type of call is being documented

- To look at CAD notes, click on



If changes, additions or suggestions need to be made contact:

Melissa Miccio | EMS QA/QI Administrator

720-913-3435 Office | 720-693-4037 Cell

[melissa.miccio@denvergov.org](mailto:melissa.miccio@denvergov.org)

## Disposition List for ESO EHR

This is meant as a guide to choose the most appropriate disposition for each medical call. This does not fully encompass every scenario. Some dispositions can be used for multiple scenarios. Contact your ESO Administrators for any questions pertaining to appropriate disposition choices.

- **Patient Treated, Transferred Care to Another EMS Professional-** Any time patient care is transferred to ALS
- **Assist, Unit-** Assisted ALS without patient care. Assisted loading patient on to pram, no patient assessment or treatment done by DFD
- **Cancelled on Scene/ No Patient Found-** Unable to locate a patient; Intoxicated parties that walk away
- **Cancelled (No Patient Contact)-** Waved off by ALS
- **Patient Treated, Released (AMA)-** Needs a Doctor approved refusal
- **Patient Evaluated, No Treatment/Transport Required-** Lift Assists; no complaint individuals and then depending on the scenario may need Refusal
- **Cancelled (Prior to Arrival at Scene)-** Cancelled en route
- **Patient Treated, Transported by Law Enforcement-** Depending on scenario may need refusal
- **Patient Refused Evaluation/Care (Without Transport)-** Non-compliant patients; person walks away
- **Treated, Transported by Private Vehicle-** Depending on scenario may require refusal
- **Patient Dead on Scene- No Resuscitation Attempted (Without Transport)-** DOA-base contact needed if ALS not on scene
- **Patient Dead on Scene- Resuscitation Attempted (With Transport)-** Working cardiac arrests
- **Patient Treated, Released (per protocol)-** Needs a Doctor approved Refusal
- **Assist, Agency-** If DFD is called for mutual aid
- **Standby-Public Safety, Fire or EMS Operational Support Provided-** Operational Stand By

- **Patient Dead on Scene- Resuscitation Attempted (Without Transport)-**  
Pronouncement made by ALS
- **Assist, Public-** Lift assists
- **Standby- No Service or Support Provided –** Operational Stand By

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: OPERATIONS: EMS**  
**Topic: EMS: Defining Quality Management Standards**

<b>Topic No:</b>	<b>2119.07</b>
<b>Date:</b>	<b>11-01-22</b>
<b>Approved:</b>	<b><i>RM</i></b>
<b>Review Date:</b>	<b>11-01-25</b>
<b>Replaces:</b>	<b>Same, dated 11-05-20</b>

**PURPOSE:** To provide an overview of the Denver Fire Department’s EMS Quality Management Standards. This Department-wide process will provide an effective tool for evaluating and improving patient care documentation and the quality of pre-hospital patient care to the community.

**SCOPE:** Denver Fire Department Operations Personnel

**DEFINITIONS:**

EHR: Electronic Health Record

ePCR: Electronic Patient Care Record

ESO: DFD’s current electronic reporting system

EMS QA/QI Administrator: Reports to Assistant Chief in the Operations Division and is responsible for all QA/QI procedures outlined in EMS QA/QA policy

Quality Assurance (QA): The process by which the performance of individual EMS providers will be continuously monitored to ensure compliance with treatment protocols and operational procedures

Quality Improvement (QI): A systematic, organizational approach for continuously improving all processes to deliver quality services

**I. OVERVIEW**

Defining EMS Quality Management standards establishes the process for documentation review. It sets expectations for the continuous evaluation and improvement of emergency medical services provided by the Denver Fire Department through the Quality Assurance and Quality Improvement program.

**II. DEFINING QUALITY MANAGEMENT STANDARDS**

Each report that is pulled for review will be evaluated for Documentation and Clinical practice. Feedback within the Documentation Review and the Clinical Review varies, and each section requires a rating to be given of Poor, Fair, or Good. The following sections are reviewed in each report when available:

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EMS
Topic: EMS: Defining Quality Management Standards

Table with 2 columns: Field (Topic No, Date, Approved, Review Date, Replaces) and Value (2119.07, 11-01-22, RM, 11-01-25, Same, dated 11-05-20)

Table with 2 columns: Documentation Review and Clinical Review. Lists various review criteria such as Assessment, Impressions/S & S, Vitals, Narrative, Interventions, Medical Necessity, Patient Demographics, Signatures, Spelling/typos, Airway Management, Medication Dosing, Medication Route, Medication Selection, Patient Refusal, Protocol Selection, Provider Impression, Scene Management, Treatment Selection, Utilization of Medical Control.

To determine a rating of Poor, Fair, Good:

The below lists do not fully encompass every scenario but are used as a reference for determining a rating

Poor

- List of criteria for 'Poor' rating: No narrative, Incorrect Disposition for call, Inappropriate patient intervention based on chief complaint and signs/symptoms, Incorrect use of medication based on patient presentation/vitals, No vitals documented when medication is administered, No patient assessment documented prior to medication administration, Multiple spelling errors and typos, Patient Refusals without supporting documentation, Field Pronouncement without supporting documentation, Multiple patients within one narrative without individual EHR for each patient, No documentation for calls resulting in extended scene time with or without patient contact/treatment, No patient assessment for calls clearly identifying a patient where time permits

**DENVER FIRE DEPARTMENT**

**STANDARD OPERATING GUIDELINE**

**Section: OPERATIONS: EMS**  
**Topic: EMS: Defining Quality Management Standards**

<b>Topic No:</b>	<b>2119.07</b>
<b>Date:</b>	<b>11-01-22</b>
<b>Approved:</b>	<b><i>RM</i></b>
<b>Review Date:</b>	<b>11-01-25</b>
<b>Replaces:</b>	<b>Same, dated 11-05-20</b>

**Fair**

- Narrative meets minimum scene description, patient care and assessments
- Correct Disposition for call
- Meets minimum documentation requirements of patient assessment for calls clearly identifying a patient where time permits
- Meets minimum documentation requirements for calls resulting in extended scene time with or without patient
- Minimal spelling errors and typos
- Treatments and interventions, including vitals, are documented in narrative but not in drop down menus
- Correct medication administration based on patient’s chief complaint, vitals, signs and symptoms
- Correct patient intervention based on patient’s chief complaint, vitals, signs and symptoms
- Minimum treatment for patients when indications and time permits

**Good**

- Narrative fully encompasses description of scene, patient care and assessments
- No spelling errors or typos
- All treatments including vitals are documented in drop down menus
- Correct Disposition for call
- Correct and descriptive narrative to support calls requiring base contact, if applicable
- Correct medication administration based on patient’s chief complaint, vitals, signs and symptoms
- Correct patient intervention based on patient’s chief complaint, vitals, signs and symptoms

**III. FEEDBACK AND RESPONDING TO FEEDBACK**

Though all reports that are reviewed will receive a rating, not all reports being audited will receive personal feedback or require a response from members. If at any time a report is given a rating of Poor, personal feedback will be given, and most likely corrective action will need to be addressed in the form of an addendum or clarification

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EMS  
Topic: EMS: Defining Quality Management Standards

Topic No:	2119.07
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to the QA/QI administrator. Feedback will be addressed directly through ESO in the form of a message. A follow up e-mail will be sent to the crew member and their Officer to check their ESO messages. A crew member with a message must acknowledge the message and respond by end of shift unless otherwise agreed upon. If a member does not acknowledge a message or corrective action for a report, a phone call will be made directly to the member to ensure message was received for a timely turn around.

**IV. EMS REPORTS THAT WILL BE AUDITED**

- Medication Administration – 100%
- Any patient intervention that includes BLS treatments – 100%
- DOA's and Cardiac Arrests
- Refusals
- Any new skillset additions

Beyond the 100% audit reports, reports will be audited based on disposition such as no patient contacts, assisted unit and refusals to determine appropriateness of disposition.

To meet Quality Assurance and Improvement standards random reports will be pulled and audited to drive education and improvement for patient care and documentation.

**V. ESO DOCUMENTATION REQUIREMENTS**

**Flowchart Tab**

- Proofread and check flowchart medication dosages are correct
- Flowchart treatments should align with narrative assessment
- ALL medication administrations, including Oxygen, need to be documented in the Flowchart. Documenting these treatments only in the narrative is not acceptable
- ALL IV/IO interventions must be documented in the IV section of the flowchart, no exceptions
- ALL BLS interventions ex. OPA, NPA, AED, CPR, tourniquet, etc. must be documented in the flowchart
- When using attaching and AED, the number of shocks must be documented

**Vitals Tab**

- Every patient contact should have at least one set of vitals if time permits
- Vital signs must be documented for every medication administration

## DENVER FIRE DEPARTMENT

### STANDARD OPERATING GUIDELINE

Section: OPERATIONS: EMS  
Topic: EMS: Defining Quality Management Standards

Topic No:	2119.07
Date:	11-01-22
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Replaces:	Same, dated 11-05-20

- Blood Glucose level must be documented in the Vitals tab, not just the narrative

#### Patient Tab

- At minimum, patient allergies and patient medications must be documented for every DFD medication administration. If answer is none, “no known drug allergies” must be chosen. Leaving blank indicates the question was not asked
- Patient name cannot be “john doe” “jane doe”. If you are unable to obtain a name, write “UTO” or “unknown”
- When obtainable, always document a patient name and date of birth

#### Narrative Tab

- Your narrative should paint a clear picture of what happened on scene and final disposition of who you left the patient with. References for narratives can be seen using the CHART or SOAP method

#### Signatures Tab

- Refusals require base contact, and a signed refusal form will be attached to every EHR

#### Incident Tab

- Confirm all riding members are documented in personnel section
- If you are riding into the hospital with ALS, please check “yes” under “request review”. This can be found Incident- Destination- Request Review-yes
- DISPOSITION: If you arrive on scene first and begin patient care/contact, your disposition should be “Treated, Transferred Care to ALS provider”. If ALS arrived on scene first or walked up right behind you, then you may use “Assist Unit”. It is unacceptable to use Assist Unit for every call

**The expectation is to always have a full and complete patient assessment when applicable and especially when providing treatment. Any time you come in contact with a patient, there needs to be a medical report done (EHR). It is unacceptable to put any patient information/assessment in a FIRE (NFIR) report.**

#### VI. DFD FOCUSED AUDIT TOOL

- See attachments for Focused Audit tools.



## DFD FOCUSED AUDIT TOOL 1

### Chest Pain / Cardiac Related Problem

#	Assessment/Treatment	Yes	No	N/A
1	Does scene time permit for a complete assessment?			
2	Assessment of ABC's with documented vitals; pulse, blood pressure, respirations, lung sounds, skin signs, AVPU			
3	Onset of pain (when pain started or how long going on)			
4	Provocation (what pt was doing when the pain started)			
5	Quality (description of pain; dull, sharp, pressure, stabbing, ect.)			
6	Radiation (does the pain radiate or not)			
7	Severity (rating of 1-10 on pain scale)			
8	SAMPLE History documented to include any contraindications for medication intervention			
9	Clearly identifies patient plan (treatment plan or referred to ALS is appropriate)			
10	Clearly identifies cardiac issue vs. non cardiac chest pain			
11	Oxygen Administration			
12	Aspirin Administration			
13	Assisted Nitro Administration			
14	Correct Medication Administration/Documentation <ul style="list-style-type: none"> <li>• Clear Indication</li> <li>• Right Medication</li> <li>• Right Time</li> <li>• Right Dose</li> <li>• Right Route</li> <li>• Patient Response</li> </ul>			
15	Does report meet minimum documentation requirements for medication administration?			

## DFD FOCUSED AUDIT TOOL 2

### Overdose / Narcan

#	Assessment/Treatment	Yes	No	N/A
1	Does scene time permit for a complete assessment?			
2	Assessment of ABC's with documented vitals; pulse, blood pressure, respirations, lung sounds			
3	Rapid head to toe assessment to determine if trauma is noted if appropriate			
4	SAMPLE History obtained from bystander if applicable			
4	Oxygen Administration			
5	BLS airway intervention (OPA, NPA, assisted ventilations with BVM)			
6	Narcan Administration			
7	Correct Medication Administration/Documentation <ul style="list-style-type: none"><li>• Clear Indication</li><li>• Right Medication</li><li>• Right Time</li><li>• Right Dose</li><li>• Right Route</li><li>• Patient Response</li></ul>			
8	Does report meet minimum documentation requirements for medication administration?			

## DFD FOCUSED AUDIT TOOL 1

### Chest Pain / Cardiac Related Problem

#	Assessment/Treatment	Yes	No	N/A
1	Does scene time permit for a complete assessment?			
2	Assessment of ABC's with documented vitals; pulse, blood pressure, respirations, lung sounds, skin signs, AVPU			
3	Onset of pain (when pain started or how long going on)			
4	Provocation (what pt was doing when the pain started)			
5	Quality (description of pain; dull, sharp, pressure, stabbing, ect.)			
6	Radiation (does the pain radiate or not)			
7	Severity (rating of 1-10 on pain scale)			
8	SAMPLE History documented to include any contraindications for medication intervention			
9	Clearly identifies patient plan (treatment plan or referred to ALS is appropriate)			
10	Clearly identifies cardiac issue vs. non cardiac chest pain			
11	Oxygen Administration			
12	Aspirin Administration			
13	Assisted Nitro Administration			
14	Correct Medication Administration/Documentation <ul style="list-style-type: none"> <li>• Clear Indication</li> <li>• Right Medication</li> <li>• Right Time</li> <li>• Right Dose</li> <li>• Right Route</li> <li>• Patient Response</li> </ul>			
15	Does report meet minimum documentation requirements for medication administration?			

## DFD FOCUSED AUDIT TOOL 2

### Overdose / Narcan

#	Assessment/Treatment	Yes	No	N/A
1	Does scene time permit for a complete assessment?			
2	Assessment of ABC's with documented vitals; pulse, blood pressure, respirations, lung sounds			
3	Rapid head to toe assessment to determine if trauma is noted if appropriate			
4	SAMPLE History obtained from bystander if applicable			
4	Oxygen Administration			
5	BLS airway intervention (OPA, NPA, assisted ventilations with BVM)			
6	Narcan Administration			
7	Correct Medication Administration/Documentation <ul style="list-style-type: none"> <li>• Clear Indication</li> <li>• Right Medication</li> <li>• Right Time</li> <li>• Right Dose</li> <li>• Right Route</li> <li>• Patient Response</li> </ul>			
8	Does report meet minimum documentation requirements for medication administration?			

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: EMS  
Topic: EMS Equipment

Topic No:	2119.08
Date:	12-05-22
Approved:	RM
Review Date:	12-05-25
Replaces:	Same, dated 11-16-20

**PURPOSE:** To define standard DFD emergency medical equipment and its replacement

**SCOPE:** Applies to all Operations Division Personnel

All DFD apparatus shall have three medical kits on the apparatus:

- **Standard Kit** (Black Pelican Case)
  - This kit is designed to manage most Emergency Medical calls. Shall be utilized on all EMS calls.
- **High Acuity** (Yellow Pelican Case)
  - This kit is designed to handle EMS calls that are higher acuity in nature. Shall be utilized on all cardiac arrest calls, any EMS call above the 1<sup>st</sup> floor of a building, or any other calls deemed appropriate.
- **02 Bag**
  - This bag shall be utilized on all calls.

The equipment list below is defined as the *standard* medical equipment and shall be carried on each DFD apparatus. To ensure medical kit standardization on all DFD apparatus, no deviation from the approved items and quantities is allowed. Only approved equipment designated in this guideline shall be carried on each DFD apparatus. **Equipment shall be inventoried daily as part of the rig inventory.**

**Please utilize the DFD Web to document medication expirations. Medications shall be entered on the MYDFD-Medicine Expirations link by the date of medicine expiration, no later than the 15<sup>th</sup> of each month.**

**The issued Apparatus Glucometer shall be calibrated/tested every day and documented in the same location as the med inventory under the “MY DFD” link. Daily calibration allows DFD to remain Clinical Laboratory Improvement Amendments (CLIA) compliant and follow glucometer manufacturer recommendations. Calibration of the glucometer will also be necessary when:**

- A new meter will be activated
- A new bottle of test strips will be activated
- The machine is dropped or damaged
- Patient symptoms are inconsistent with blood glucose test result

All medical supplies will be supplied and processed through the warehouse.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: EMS  
Topic: EMS Equipment

Topic No:	2119.08
Date:	12-05-22
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Replaces:	Same, dated 11-16-20

The email requesting supplies should be addressed to the warehouse [dfdwarehouse@denvergov.org](mailto:dfdwarehouse@denvergov.org) with the current Quartermaster and House captain copied. All ordered supplies will be delivered to the District Chief's house for disbursement to the ordering Fire House. Medications must be turned in to the warehouse for replacement when they reach 3 months prior to expiration.

**Standard Equipment List**

**Airway Kit (Oxygen Bag)**

<u>Equipment</u>	<u>Quantity</u>
OPA	6 (various sizes)
NPA	6 (various sizes)
Sterile Lubricant	3
Nasal Cannula	2
NRB Mask	2
BVM (adult)	1
BVM (ped)	1
BVM (infant)	1
O2 Wrench	1
Oxygen	1
Albuterol	4 Bullets
Atrovent	2 Bullets
Oxygen Regulator	1
Oxygen Regulator w/ Diss Ports	1

**Standard Kit (Black Pelican Case)**

<u>Equipment</u>	<u>Quantity</u>
Nose Clip	1
Trauma Shears	1
Adult BP Cuff	1
Stethoscope	1
4x4 Gauze	5
Kerlix	2
Tourniquets (cat)	2
Sam Splint	1
Chest Seal	1
Raptor Shear	1
Rad 57	1

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: EMS  
 Topic: EMS Equipment

Topic No:	2119.08
Date:	12-05-22
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Glucometer	1
Sharps Container	1
Tape	1
Emesis Bag	2
Surgical Mask	2
OB Kit	1

IV Insert

Saline Bag	1
D10	1
IV Tubing	1
IV Start Kit	2
IV Extension set	1
22 Gauge Needle	2
20 Gauge Needle	2
18 Gauge Needle	2
16 Gauge Needle	2
14 Gauge Needle	2

Medications Box

Narcan w/ Atomizer	2
Zofran	3 tabs
ASA	1 bottle
Oral Glucose	1 tubes
Phenylephrine	1
Certadose Epi	1

**High Acuity Kit (Yellow Pelican Case)**

<u>Equipment</u>	<u>Quantity</u>
AED	1
IO Kit	
Drill	1
Pressure Bag	1
EZ Stabilizer	1
Alcohol Preps	1
25 MM Blue	1
45 MM Yellow	1
CPAP	1
#2 IGEL	1
#2.5 IGEL	1

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: EMS  
Topic: EMS Equipment

Topic No:	2119.08
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#3 IGEL	1
#4 IGEL	1
#5 IGEL	1
Colorimetric Co2	1

**Additional Equipment to be carried on apparatus**

<u>Equipment</u>	<u>Quantity</u>
C-Collars	2
Blankets	2
KED	1

Most consumables used on EMS calls can be exchanged from Denver Health Ambulances **if used on the same incident. The items listed below cannot be replenished from Denver Health Ambulances and must be requested from the warehouse for replacement.** No equipment can be exchanged from other fire or private ambulance services.

- IO Drill
- Colorimetric C02
- Certadose EPI



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: AUTO EXTRICATION

Topic No:	2120.00
Date:	06-21-2021
Approved:	RM
Review Date:	06-21-2024
Replaces:	Same, dated 01-25-19

Topic: Subject, Purpose, and Scope/Introduction

**SUBJECT:** Operations/Tactical Appendix in vehicle accidents requiring extrication.

**PURPOSE:** To define a Strategic approach and supported Tactical Appendix for the size-up, approach, and extrication of a patient(s) trapped or pinned in vehicles due to a traffic accident.

**SCOPE:** This guideline shall apply to all department members involved in emergency operations on the scene of a motor vehicle accident with a patient(s) trapped or pinned within the vehicle.

**INTRODUCTION:**

The Denver Fire Department has created a guideline to outline procedures and operations at motor vehicle accidents with a patient(s) trapped or pinned within a vehicle. Incident Command is a vital piece of the operation and should be established upon arrival. The frequency, dangers involved, and nature in which the Denver Fire Department responds to these incidents produces the need for a Standard Operating Guideline (SOG) to establish a framework for the proper and efficient removal of the patient. As with all other Department guidelines, this document is not designed as, nor should it be viewed as, a step-by-step manual at the scene of an emergency. Deviation from this guideline must be performed with the acknowledgement of the Incident Commander.

**Due to the dynamic challenges faced during any rescue operation, Officer Discretion is paramount in achieving the desired result of safe incident mitigation. The Officer Discretion for deviation of this guideline with justification shall be communicated to all on scene companies including the Incident Commander.**

**TACTICAL CONSIDERATIONS:**

- A. Securing the scene to provide safety for all members of the operation.
- B. Gaining access to the **Trapped** or **Pinned** patient(s) to determine patient status, thus determining the mode of operation.
- C. Stabilization of the vehicles involved, internally and/or externally, to further provide safety for all members, the patient(s), and bystanders.
- D. Securing a water source and deploying an attack line to further provide protection for the members on scene, the patient(s), and bystanders.
- E. Identify vehicle systems that are, or could become, hazards during the extrication process.
- F. Establishing Incident Command, and Extrication Group Supervisors.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: AUTO EXTRICATION

Topic: Subject, Purpose, and Scope/Introduction

Topic No:	2120.00
Date:	06-21-2021
Approved:	<i>RM</i>
Review Date:	06-21-2024
Replaces:	Same, dated 01-25-19

- G. Initiation of a coordinated plan that is communicated to all responding units to ensure all resources are utilized efficiently.
- H. Standardize terminology relating to extrication maneuvers.

**PPE:**

- Members operating in Hot Zone: Full turnout gear with extrication or fire helmet.
  - Hot Zone is defined as the ‘working area’ of an extrication where members are actively engaged and are hands-on with tools, equipment, and patient care.
- Engine Officer: Full turnout gear with SCBA.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: AUTO EXTRICATION

Topic: Table of Contents

<b>Topic No:</b>	<b>2120.01</b>
<b>Date:</b>	<b>06-21-2021</b>
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<u>Topic Number</u>	<u>Description</u>
2120.00	Subject, Purpose, Scope/Introduction
2120.01	Table of Contents
2120.02	Command, Safety, and Resources
2120.03	Engine Company Operations
2120.04	Truck/Rescue Company Operations
2120.05	Tactical Appendix- Definitions
2120.06	Tactical Appendix- Stabilization
2120.07	Tactical Appendix- Airbag Scan
2120.08	Tactical Appendix- Standardized Extrication Maneuvers

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: AUTO EXTRICATION

Topic: Command, Safety, and Resources

Topic No:	2120.02
Date:	06-21-21
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Incident Command (IC) is a vital piece of the Extrication Process and should be established upon arrival of the first unit. Early IC direction will provide the best opportunity for the safe, efficient, and expedient completion of the incident.

**I. Incident Commander Roles and Responsibilities:**

The Incident Commander (IC) at an Auto Extrication is responsible for the overall control of the units operating at that incident. It is important that the IC communicate with incoming units to direct appropriate rig placement for scene safety and best access for the rigs outfitted with extrication equipment. Using standardized terminology, the IC will be able to coordinate and direct units to accomplish the overall Extrication Plan set forth by the Extrication Supervisor. The IC is responsible for the safe management of all members.

**II. Extrication Supervisor:**

The Extrication Supervisor (ES) is responsible for developing and communicating the Extrication Plan to all members involved in the extrication process. Standardized terminology and extrication maneuvers will allow for crews to prepare for their assignment prior to arriving on scene. Areas of emphasis for the ES shall be patient evaluation for determination of mode of operation, vehicle/scene stabilization, and the Extrication Plan.

**III. Safety Officer:**

While the IC is responsible for the safe management of all members, a Safety Officer shall operate at every Auto Extrication or “Parties Trapped”. The Shift Commander will be the Safety Officer and reports directly to the IC. Until a Safety Officer is assigned, the IC is the Safety Officer. While the safety of on-scene members is the ultimate responsibility of the IC, the designation of a Safety Officer allows the IC to focus on the overall scene management. Safety Officers shall monitor and assess on-scene hazards and unsafe situations to ensure the highest degree of member safety.

Please refer to Attachment B: Standard Operating Guideline 2110.05 Safety Officer Roles and Responsibilities for additional information.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: AUTO EXTRICATION

Topic: Command, Safety, and Resources

Topic No:	2120.02
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Review Date:	06-21-24
Replaces:	Same, dated 01-25-19

Typical responses that lead to the use of the Auto Extrication guideline and the resources that accompany them:

**Unknown Injury Accident:**

Response- single resource

\*Shall be upgraded to a Parties Trapped Response once it has been determined that patient(s) is/are **Trapped** or **Pinned**

**Accident with Injuries**

Response- single resource

\*Shall be upgraded to a Parties Trapped Response once it has been determined that patient(s) is/are **Trapped** or **Pinned**

**Unknown Injury or Accident with Injuries Highway**

Response- two single resources

\*Shall be upgraded to a Parties Trapped Response once it has been determined that patient(s) is/are **Trapped** or **Pinned**

**Rollover**

Response- Engine, Truck/Tower, Rescue, District Chief

\*Shall be upgraded to a Parties Trapped Response once it has been determined that patient(s) is/are **Trapped** or **Pinned**

**Parties Trapped**

Response- Engine, two Trucks/Towers, Rescue, District Chief, Shift Commander

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: AUTO EXTRICATION

Topic: Engine Company Operations

Topic No:	2120.03
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All types of roadway collisions can lead to a Parties Trapped response. This, in addition to the number of Engine Companies in the city, creates a high likelihood that Engine Companies will arrive on scene first. The following details the actions to be performed by the Engine Company in the event extrication is necessary.

**I. Arrival on Scene**

Provide an arrival report to dispatch and remaining apparatus in the response. Information to be considered for this report and subsequent reports should include, but not be limited to, number of vehicles, current location(s) of vehicles, number of parties trapped and their location, stabilization needs, best access for incoming companies, additional resources (DFD, DPD, DHMC, DOT, Railway Systems Supervisor), and hazards in addition to the affected vehicles (fuel, down power lines, natural gas leak, Hazmat concerns, steep embankment, lighting issues). **Anytime there is a party/patient trapped or pinned, the response shall be upgraded to a Parties Trapped Response.**

**II. Parties Trapped Confirmed: Golden Hour (Not Sick)**

- A. Establishment of Incident Command with an updated report to added/incoming units
- B. Initial scene stabilization:
  - Set up and maintain traffic control using the rig(s) and/or cones to direct the flow of traffic away from the incident
  - Perform hazard management/mitigation
  - Deploy, at minimum, a 1 3/4-inch hose line with an adjustable fog nozzle and attempt to secure a water source
- C. Primary patient contact from the exterior of the vehicle to determine **Sick or Not Sick**
- D. Initial vehicle stabilization/immobilization with Step Chocks and/or Wheel Chocks
- E. Determine airbag locations by performing an **Airbag Scan** and announce to all members on scene
- F. If possible, enter vehicle by avoiding airbag deployment zones (5-10-20 or 6-12-24 rules)
- G. Inside rescuer duties:
  - Vehicle components control (ignition off, transmission in park, parking brake on, power locks unlocked, operate power windows/seats, manage seat belt)
  - Assess and update patient status regularly
  - Relay entrapment issues to Extrication Supervisor
  - Peel and peek to identify airbag inflation device location and communicate that information to the Extrication Supervisor

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: AUTO EXTRICATION

Topic: Engine Company Operations

Topic No:	2120.03
Date:	06-21-2021
Approved:	RM
Review Date:	06-21-2024
Replaces:	Same, dated 01-25-19

- Provide protective covering for patient, BLS measures and, if necessary, call for ALS measures/interventions
  - Monitor extrication activities to prevent intrusion onto patient
  - Ensure auxiliary devices are not connected to prevent back feed to airbags system.
- H. Secure the 12V battery by a **double cut** on both cables, negative cable first
- I. Maintain Incident Command with necessary updates to incoming units and Dispatch until transfer to District Chief
- J. Assist with patient transfer to a backboard (not a scoop) while ensuring minimal twisting/turning and maintain C-spine precautions

**III. Parties Trapped Confirmed: Platinum Ten (Sick)**

When a patient is determined to be **Sick**, all the previous guidelines are applicable. The difference is in the haste with which the extrication is performed. The Sick patient requires immediate removal for life saving measures by paramedics and hospital staff and should be removed in the most efficient means available. Due to the limited time a **Sick** patient has, a rapid Risk versus benefit analysis is of utmost importance. This analysis will determine what steps are necessary and what steps can be omitted while taking additional risk for life. This mode of operation allows for “any means necessary” or “grab and go” removal of a patient.

**IV. Post Extrication Patient Removal and Transfer to ALS**

- A. Assist Paramedics on scene and, if needed, in route to the hospital
- B. Maintain hose line for protection until all personnel and equipment are clear of the vehicle
- C. Apply absorbent to fluids on the ground

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: AUTO EXTRICATION

Topic: Truck/Rescue Company Operations

Topic No:	2120.04
Date:	06-21-2021
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Review Date:	06-21-2024
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Truck/Rescue Company operations at a Parties Trapped response requiring extrication is a patient driven event. Patient assessment, **Sick or Not Sick**, will dictate the mode of operation, **Platinum Ten or Golden Hour**. It is imperative that all companies operate within the determined mode and extricate accordingly.

**I. Arrival on Scene**

Provide an arrival report to dispatch and remaining apparatus in the response. Information to be considered for this report and subsequent reports should include, but not be limited to, number of vehicles, current location(s) of vehicles, number of parties trapped and their location, stabilization needs, best access for incoming companies, additional resources (DFD, DPD, DHMC, DOT, Railway Systems Supervisor), and hazards in addition to the affected vehicles (fuel, down power lines, natural gas leak, Hazmat concerns, steep embankment, lighting issues). **Anytime there is a party/patient trapped or pinned, the response shall be upgraded to a Parties Trapped Response.**

**II. Parties Trapped Confirmed: Golden Hour (Not Sick)**

Due to the stability of a **Not Sick** patient, companies will have sufficient time to properly extricate and ultimately **Proper Patient Removal** from the vehicle. By properly extricating and removing the **Not Sick** patient, the highest level of service will be provided while protecting the patient from additional injury due to twisting and pulling. This mode of operation does not allow for “any means necessary” or “grab and go” removal of a patient, rather it shall include total sidewall removal and, potentially, total roof removal for maximum access to allow for **Proper Patient Removal**.

**First Arriving Truck/Rescue Company**

- A. Establishment of Incident Command with an updated report to added/incoming units
- B. Scene stabilization:
  - Set up and maintain traffic control using the rig(s) and/or cones to direct the flow of traffic away from the incident
  - Perform hazard management/mitigation
- C. Officer shall assume the role of the Extrication Supervisor if an IC has been assigned and assumes command. Then formulates the Extrication Plan taking into consideration:
  - Patient status
  - Level of entrapment
  - Type of vehicle
  - Vehicle resting position
- D. Once the plan has been developed, it shall be communicated to all personnel and the Incident Commander, i.e.- **Door Pop, Batwing, B-Post Laydown, Clam Shell, Tunnel, Dash Lift/Roll, Roof Removal**
- E. Ensure the 12V battery system has been disabled with a **double cut** on both cables, negative cable first



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: AUTO EXTRICATION

Topic: Truck/Rescue Company Operations

Topic No:	2120.04
Date:	06-21-2021
Approved:	RM
Review Date:	06-21-2024
Replaces:	Same, dated 01-25-19

- F. Provide adequate scene lighting
- G. **Complete vehicle stabilization** using Step Chocks, Cribbing, Paratech Struts, Come-A-Longs, or cable winch
- H. Initial point of attack should be the point where the trapped or pinned party/patient is to be removed through, generally this will be the **Dirty Side**
- I. **Peel and Peek** prior to making cuts or forcing upon areas where airbag inflation devices could be located
- J. If the extrication is highly complicated and will last for an extended period, anticipate the need for ALS intervention(s) during the extrication process
- K. Communicate needs (equipment or tasks) to incoming units
- L. Assist with **Proper Patient Removal** once the extrication is complete

**Second and Third Truck/Rescue Company**

- A. Coordinate with the IC prior to arrival to obtain tasks/assignment(s); i.e. (immobilization and/or stabilization, scene lighting, hazard management/mitigation, extrication)
- B. Provide additional and/or redundancy of equipment
- C. **Peel and Peek** prior to making cuts or forcing upon areas where airbag inflation devices could be located
- D. Mirror and/or conduct extrication operations as a contingency, or to affect the extrication from the opposite side (generally the **Clean Side**), as assigned by the Incident commander or Extrication Supervisor
- E. Communicate needs (equipment or tasks) to the IC and Extrication Supervisor
- F. Assist with **Proper Patient Removal** once the extrication is complete

**III. Parties Trapped Confirmed: Platinum Ten (Sick)**

When a patient is determined to be **Sick**, all the previous guidelines are applicable. The difference is in the haste with which the extrication is performed. The Sick patient requires immediate removal for life saving measures by paramedics and hospital staff and should be removed in the most efficient means available. Due to the limited time a **Sick** patient has, a rapid Risk versus Benefit analysis is of utmost importance. This analysis will determine what steps are necessary and what steps can be omitted while taking additional risk for life. This mode of operation allows for “any means necessary” or “grab and go” removal of a patient.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: AUTO EXTRICATION

Topic: Tactical Appendix- Definitions

Topic No:	2120.05
Date:	06-21-2021
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**Trapped-** A party is considered **trapped** when they are unable to self-extricate through the normal means provided by the vehicle manufacturer, i.e.- doors are jammed.

**Pinned-** A party is considered **pinned** when, because of the accident, one or more parts of the vehicle has laid on or encased a body part(s) in such a manner that the party is unable to self-extricate; i.e.- dashboard/B-post resting on the party.

**Not Sick-** A **Not Sick** patient may still have significant injuries, but the patient is considered stable in terms of life-threatening injuries that require immediate intervention.

**Sick-** A **Sick** patient has immediate life-threatening injuries that if not treated immediately may result in death.

**Golden Hour-** Once a patient is determined to be **Not Sick**, the **Golden Hour** mode of operation will allow for approximately one hour of work time. It is imperative that rescuers take the time to properly extricate the patient ensuring all necessary steps are taken to **remove the vehicle from the patient**. This will provide for the highest level of care and reduce the chance of further injury.

**Platinum Ten-** Once a patient is determined to be **Sick**, the **Platinum Ten** mode of operation will allow for up to ten minutes of work. If the patient cannot be extricated within those ten minutes, ALS intervention shall be administered in the pinned position. This mode of operation allows for **removal of the patient from the vehicle** by any means necessary for life, even at the risk of further injury.

**Proper Patient Removal-** The process of removing the patient from the vehicle once the vehicle components that pinned the patient have been removed. The intent is to reduce further injury caused by pulling, pushing, twisting, or bending the patient any more than required. **Proper Patient Removal** is applied to a **Not Sick** patient and requires the maximum achievable opening made by the rescuers to facilitate an in-line removal.

**Clean Side-** The side of the vehicle least affected by the collision.

**Dirty Side-** The side of the vehicle most affected by the collision.

**Airbag Scan-** see Tactical Appendix 2120.09 for a detailed explanation.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: AUTO EXTRICATION

Topic: Tactical Appendix- Definitions

Topic No:	2120.05
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**5-10-20 Rule-** Once airbag locations have been identified in a sedan or coupe, use the 5-10-20 rule to know the distance the airbag will travel from its stored location. Use these approximations to remain out of the deployment zones for rescuer safety.

Side Curtain (thickness)	5 inches
Steering Wheel	10 inches
Passenger Dashboard	20 inches

**6-12-24 Rule-** Once airbag locations have been identified in a SUV or truck, use the 6-12-24 rule to know the distance the airbag will travel from its stored location. Use these approximations to remain out of the deployment zones for rescuer safety.

Side Curtain (thickness)-	6 inches
Steering Wheel-	12 inches
Passenger Dashboard-	24 inches

**Peel and Peek-** The displacement or removal of trim or covering to identify the airbag inflation device and/or seat belt pre-tensioner locations prior to any extrication maneuvers/techniques.

**Double Cut-** The process of ensuring the 12 Volt electrical system has been disabled by removing approximately 2 inches from both cables. This prevents inadvertent re-connection resulting from the cable memory.

**Total Side Wall Removal-** The act of removing both doors and the B-post, i.e.- batwing, B-post laydown, etc.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: AUTO EXTRICATION

Topic: Tactical Appendix- Stabilization

Topic No:	2120.06
Date:	06-21-2021
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Review Date:	06-21-2024
Replaces:	Same, dated 01-25-19

**I. Immobilization**

Immobilize the vehicle on its wheels from rolling forward and backward. This can be accomplished with the vehicle components by placing the transmission in park and/or applying the parking brake. External immobilization is accomplished by placing wheel chocks or cribbing blocks in front of and behind one wheel in contact with the ground.

**II. Initial Stabilization**

When instability exists, Initial Stabilization is accomplished by using step chocks and/or cribbing blocks to support major vehicle components (i.e.- posts, rails, frame). Initial Stabilization may, or may not completely resolve the instability, however it allows for the safety of the initial rescuer to access the patient(s) to determine **Sick, Not Sick**, or deceased. **This shall be completed by the first arriving company prior to entry of the inside rescuer and prior to all extrication maneuvers.**

**III. Complete Stabilization**

When Initial Stabilization cannot fully restrict the movement of the vehicle, Complete Stabilization is required. Complete Stabilization is accomplished by using stop chocks, cribbing blocks, stabilization struts, come-a-longs, chain hoists, life safety ropes, and winches to restrict vehicle movement from its resting position.

\*All Stabilization shall be monitored by the assigned Safety Officer.

\*All stabilization efforts shall consider the Extrication Plan so that the stabilization does not impede access for the Extrication Maneuvers.

## STANDARD OPERATING GUIDELINE

Section: OPERATIONS: AUTO EXTRICATION

Topic: Tactical Appendix- Airbag Scan

Topic No:	2120.07
Date:	06-21-2021
Approved:	<i>RM</i>
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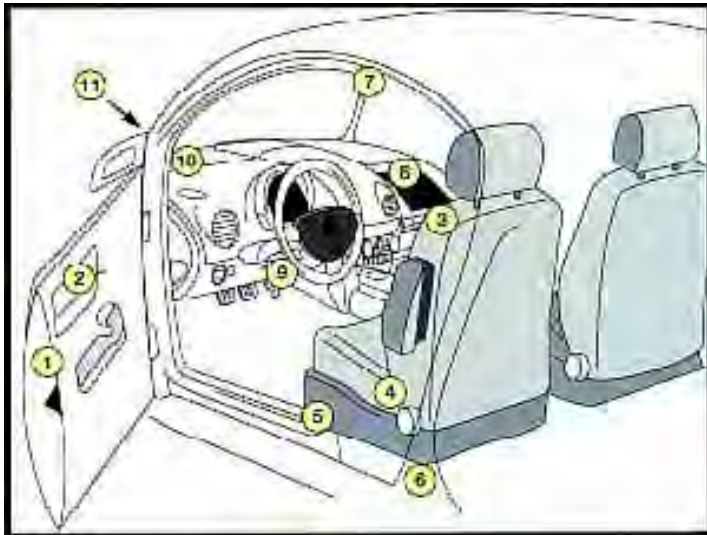
## Introduction

These instructions serve as a training manual and a field reference for performing a scan to locate airbag locations. The **Airbag Scan** can be completed in less than 30 seconds when a rescuer is proficient at it. These instructions include a brief theory of the **Airbag Scan** and associated warnings/dangers.

## Theory

Airbag systems are installed in vehicles to increase the safety of the occupants. The airbag systems can become a danger to the rescuers if not identified and avoided. Undeployed airbags remain functional after the power is disconnected for various amounts of time depending on the manufacturer. New airbag technology provides for Dual Stage or multiple deployments. The inflation devices can be as dangerous as the airbags. **Never cut or force against the inflation devices.** The Airbag Scan helps rescuers identify the location of these potential dangers so that they can remain out of the deployment zones.

## Instructions



Airbag Scanning Locations

1. Approach the vehicle from the Clean side:
  - a. Open the front door.
  - b. Inspect the edge of the door near latching mechanism looking for factory-applied labels identifying airbag locations. **#1**
  - c. Inspect the inside of door trim panels along armrest for SIP or SIPS badging (badging indicates door-mounted side-impact airbags). **#2**

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: AUTO EXTRICATION

Topic: Tactical Appendix- Airbag Scan

Topic No:	2120.07
Date:	06-21-2021
Approved:	RM
Review Date:	06-21-2024
Replaces:	Same, dated 01-25-19

- d. Visually scan outside edge of seatback starting at the top of the headrest and move down to the seat hinge (badging indicates seat-mounted side-impact airbags). **#3**
  - e. Visually scan lower edge of seat cushion and seat trim material beginning at hinge and progressing to front edge of seat (badging indicates seat-mounted pelvic airbag). **#4**
  - f. Scan along rocker channel and seat-adjustment track from front of seat edge toward base of B-post. **#5**
  - g. Scan B-post from rocker channel to roof rail (badging indicates B-post mounted thoracic airbag); pay special attention near the Nader/U-bolt (common location for factory-applied labels). **#6**
  - h. Scan across vehicle to the opposite roof rail trim and follow it to the A-post. Scan down the A-post to dash level (badging indicates the presence of curtain airbags). **#7**
  - i. Scan from far side to near side across dashboard and steering column. Pay attention to passenger side dash (badging indicates dash mounted airbag) and the steering wheel/column (badging indicates steering wheel mounted airbag and/or knee bolster airbag) **#8 and #9**
  - j. From the exterior, look at driver's side of dash near base of windshield and A-post to locate the VIN plate. **#10**
  - k. Scan VIN plate for airbag ID (SRS, SIP, SIPS, or Airbag ID)
  - l. Near the VIN plate, scan the windshield for a factory mounted label (possibly listing airbag locations). **#11**
  - m. The scan is complete for the front portion of the passenger compartment.
  - n. Communicate the airbag locations to the Extrication Supervisor and all personnel.
2. When applicable, move to rear door on the clean side of the vehicle:
- a. Open rear door.
  - b. Inspect edge of door near latching mechanism (factory-applied label for airbags).
  - c. Inspect inside of door trim panels along armrest for SIP or SIPS badging (badging indicates door-mounted side-impact airbags).
  - d. Scan outside edge of seatback, starting at top and scanning to bottom (badging indicates seat-mounted side-impact airbags).
  - e. Scan lower edge of seat cushion and seat trim material beginning at hinge and progress to front edge.
  - f. Scan along rocker channel from front of seat edge toward base of seat at the C-post.
  - g. Scan C-post from the bottom up to the rear decking (badging indicates C-post mounted thoracic airbag).
  - h. Scan across the rear decking (badging indicates whiplash airbags mounted at the top level of and behind the rear seats).
  - i. Scan from the rear decking on the opposite side up the C-post to the roof rail (badging indicates curtain airbags).

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: AUTO EXTRICATION

Topic: Tactical Appendix- Airbag Scan

Topic No:	2120.07
Date:	06-21-2021
Approved:	<i>RM</i>
Review Date:	06-21-2024
Replaces:	Same, dated 01-25-19

- j. Scan the roof rail from C-post to B-post (badging indicates curtain airbags).
- k. Scan down the B-post to the opposite rocker channel (badging indicates B-post mounted thoracic airbag for the front passengers).
- l. Scan across the floor pan from the far B-post to the near B-post (badging indicates anti-slide airbags for foot protection).
- m. Scanning is complete for the rear passenger compartment airbag systems.
- n. Communicate the airbag locations to the IC, Extrication Supervisor, and all personnel.

**Note**

Accessories can back feed the 12-volt system. Disconnect all connected accessories. i.e. phones, chargers, lights, etc.

**Warning!**

Completion of the airbag scanning technique should be conducted while remaining outside of vehicle.

**Danger!**

All airbags should be treated as loaded. The 12-Volt battery system shall be cut prior to extrication activities to allow for the capacitors to begin to bleed off the stored electricity. Once airbags are identified, keep clear of the deployment zones using the 5-10-20 and 6-12-24 Rules and avoid cutting or forcing on any inflation devices. Inflation or re-inflation can occur instantly causing harm to occupants and/or rescuers. **Stay out of the deployment path when possible!**

**Dealing with Seatbelts**

Patient removal is challenging and may require additional personnel inside the vehicle, particularly when the patient is hanging from the seat belt. Be aware of seatbelts that are under tension. Sudden release of the belt may cause movement that further aggravate the injuries to the patient. To gradually release tension on the seatbelt try cutting the belt diagonally at midpoint along the cloth, between the catches and anchor points. Never cut the seat belt at the D-rings or anchor points. When **total side wall removal** is required, apply Vice Grips to the belt at the anchor to facilitate cutting the belt at the B-post.

**Pre-tension devices require the rescuer to circumnavigate the device. When exposed cut the connector plug wire to the discharge tube. The pre-tensioner/retractors can be difficult to cut without adverse effects.**



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: AUTO EXTRICATION

Topic: Tactical Appendix- Standardized  
Extrication Maneuvers

Topic No:	2120.08
Date:	06-21-2021
Approved:	RM
Review Date:	06-21-2024
Replaces:	Same, dated 01-25-19

All members of the Denver Fire Department shall be proficient at the following list of Standardized Extrication Maneuvers. These maneuvers are not all encompassing but are the expectation set forth as a starting point that will provide the basis for a successful extrication with modern vehicles. A thorough understanding of the Standardized Maneuvers will dictate when there is a need for Advanced Extrication Maneuvers.

**Try Before You Pry-** Operate the vehicle door handle to determine if additional extrication is necessary. This shall be performed on every vehicle no matter what the observed damage is.

### Single Door Maneuvers

**Door Pop-** A **Door Pop** is indicated when the patient denies injury, is **Trapped** and not **Pinned**, and is ambulatory, i.e.- the door is jammed and does not operate as designed.

**Single Door Removal-** **Single Door Removal** has the same indications as a **Door Pop**, but when the door is completely removed, greater rescuer access is achieved.

### Total Sidewall Removal

**Batwing-** A **Batwing** is indicated when the patient has injuries and is **Trapped** and/or **Pinned**. The maneuver is designed for a four-door vehicle that has sustained impact to the front and/or rear of the vehicle rendering the doors jammed.

**B-Post Lay Down-** A **B-Post Lay Down** is indicated when the patient has injuries and is **Trapped** and/or **Pinned**. The maneuver is designed for a four-door vehicle that has sustained impact perpendicular to the side of the vehicle (T-Bone Accident) with enough intrusion to place the B-Post on top of the patient.

**Third Door-** A **Third Door** is indicated when the patient has injuries and is **Trapped** and/or **Pinned**. The maneuver is designed for a two-door vehicle where the patient is in the rear seat and allows for more access for proper patient removal.

### Dash Relocation

**Dash Lift-** A **Dash Lift** is indicated when a patient is **Pinned** by the dash. The maneuver is designed for vehicles with access to cut the Upper/Shotgun Rail between the strut tower and the dash, thus allowing the separation of the engine compartment from the passenger compartment. The **Dash Lift** is the preferred method of moving the dash.



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: AUTO EXTRICATION

Topic: Tactical Appendix- Standardized  
Extrication Maneuvers

Topic No:	2120.08
Date:	06-21-2021
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**Dash Roll-** A **Dash Roll** is indicated when a patient is **Pinned** by the dash. The maneuver is designed for an accident that requires the movement of the vehicle off the trapped party with forward travel instead of vertical travel. It can also be utilized in accidents or vehicles where you do not have access to cut the Upper/Shotgun Rail between the strut tower and the dash, however, cutting the Upper/Shotgun Rail is recommended.

**Dash Push Down-** A **Dash Push Down** is indicated when a patient is **Pinned** by the dash and the vehicle inverted (on its roof). The maneuver is designed to push the dash down while raising the floorboard.

### **Roof Displacement**

\*All roof maneuvers shall be completed after completing other maneuvers that require the use of the roof support factors for pushing against.

**Roof Removal-** A **Roof Removal** is indicated when there is a need for additional access for patient care and/or removal. This maneuver is designed to completely remove the roof of the vehicle.

**Roof Flap-** A **Roof Flap** is indicated when there is a need for additional access for patient care and/or removal and due to circumstances, the “Roof Removal” cannot be accomplished. This maneuver is designed to displace the roof by cutting certain connections and hinging the cut portion towards the uncut portion.

**Clam Shell-** A **Clam Shell** is indicated when the patient has injuries, is **Trapped** and/or **Pinned**, and the vehicle is resting on its side. This maneuver is designed to displace the entire roof by cutting the upper connections and hinging it down towards the ground.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS

Topic: Hold Order

Topic No:	2121.00
Date:	05-15-2020
Approved:	RM
Review Date:	05-15-2023
Replaces:	New

**PURPOSE:** To define a job-wide notification to all on-duty members of a significant event that necessitates the need for systematic control of fire companies within their districts.

**SCOPE:** Applies to all Operations Division Personnel

**DEFINITIONS:**

The Hold Order is a notification to all on-duty Operation members. The Hold Order is an indication that current extraordinary conditions exist that warrant the Shift Commander or Dispatch Officer to reduce company responses and any unnecessary travel. The Hold Order allows more control of department resources to meet current conditions within the City.

During a Hold Order, the Dispatch team will utilize the Live MUM module to maximize coverage needs for the City appropriately. Crews asked to relocate to another fire station will do so immediately. Crews shall limit contact with the Dispatchers to essential communication only. In the event a Hold Order occurs, the Dispatch team will announce the Hold Order on Fire-1 and via a VocAlarm announcement to all fire stations, regardless of the time of day. Companies needing to go available 'on the air' due to extenuating circumstances may do so with the permission of their District Chief and in coordination with Dispatch.

District Chiefs are exempt from the Hold Order and should monitor Fire-1 in the event of a Hold Order to assist the Dispatch team with city-wide coverage. Chiefs may be asked to relocate to cover gaps in the City due to a greater alarm event where multiple crews are working.

**Hold Order**

- All companies not on an emergency call will return to the fire station and remain in quarters unless dispatched.
- Any training, where front-line companies are in attendance, will be cancelled immediately and the companies will return to quarters.
- PFAS Class 1 alarms will be reduced to a single company response.
- District Chiefs will monitor Fire-1 and assist the Dispatch team as needed with resource management.
- Any companies wanting to leave the fire station for any reason other than an emergency call will first seek permission from the District Chief.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** SAFETY AND TRAINING: DIVISION TRAINING  
**Topic:** Policy and Procedures for Conducting Live Fire Training Evolutions at RMFA

<b>Topic No:</b>	2508.01
<b>Date:</b>	03-07-12
<b>Approved:</b>	TAB
<b>Review Date:</b>	03-07-14
<b>Replaces:</b>	N/A

**PURPOSE**

The purpose of this document is to establish policy and procedures for conducting on-site live training fires at the RMFA, while complying with NFPA Standard 1403 and for the safe and effective use of live fire training evolutions.

**POLICY**

The conduct of safe and effective structural firefighting training is an important event associated with the use of the RMFA burn building. The preparation, conduct and follow up for evolutions within the RMFA facility are to be guided by NFPA 1403, Standard on Live Fire Training Evolutions (current edition). All firefighting training activities are to be conducted with great care and closely supervised by command personnel. These policies and procedures are designed to ensure adequate levels of safety while allowing for flexibility to utilize independent judgment based on the level of training to be accomplished.

The Assistant Chief of Training at RMFA, or his/her designee, shall serve as coordinator for any live fire evolutions involving the burn building or use of the facilities. A member of the RMFA Staff or a command staff officer designated by the RMFA Staff must be present when conducting live fire evolutions.

Prior to approval for use of the facilities at RMFA for live fire evolutions, the individual responsible for the exercise, shall communicate with the Assistant Chief of Training specific goals and objectives of the training, as well as:

- Dates of the exercise
- Evolutions to be performed
- Procedures to be used
- The companies/individuals taking part in the exercise

All individuals participating in live fire training evolutions at RMFA must be trained to a minimum level of Fire Fighter I that meets or exceeds NFPA 1001, Standards for Fire Fighter Professional Qualifications.

**ACCESS**

The administrative buildings and the firehouse will not be open to companies coming to the RMFA for live burns. All Denver Fire Department Companies will have access to the drill ground through a padlock on the gate. The code can be obtained through the Assistant Chief of Training or the Denver Fire Department Dispatch.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** SAFETY AND TRAINING: DIVISION TRAINING  
**Topic:** Policy and Procedures for Conducting Live Fire Training Evolutions at RMFA

<b>Topic No:</b>	2508.01
<b>Date:</b>	03-07-12
<b>Approved:</b>	TAB
<b>Review Date:</b>	03-07-14
<b>Replaces:</b>	N/A

Refilling air bottles is through the door on the north side of the fire house utilizing the lock box and code 540.

**SAFETY**

One officer on scene shall be designated as “Incident Commander” (IC) and will assume the Command functions.

One officer on scene shall be designated as “Exterior Safety Officer” (ESO) and will assume Exterior Safety functions. The IC may assume this position at his/her discretion.

An officer on scene shall be designated as “Interior Safety Officer” (ISO) and will assume Interior Safety functions.

A Rapid Intervention Team (RIT) will be identified and will assume RIT functions.

The Safety Officers shall have full authority to intervene, control or stop any aspect of the evolution/operation when on his/her judgment, a potential or real risk to personnel exists.

The Incident Command System (ICS) and Personal Accountability Report System (PAR) will be utilized for all live fire evolutions. PAR shall be requested at the following accountability benchmarks:

- Prior to attack team entry
- Any report of a trapped or missing firefighter
- At the conclusion of each evolution
- Any sudden hazardous event or mayday
- At the discretion of the IC

A Command Post (CP) shall be established and positioned to afford maximum visibility of the burn building, operating companies and fire conditions.

The IC is responsible for establishing radio communications with each company officer or training staff member involved in the evolution(s). Radio channel assignment shall be coordinated with Dispatch and all companies involved. The IC will determine radio procedures in the event of a “real emergency” occurring during the evolution. All companies/individuals operating at the live fire training will continuously monitor the assigned radio channel during the evolution. A radio check will be conducted with all participating members prior to fire ignition.

Instructor/officer to student ratio must never exceed five students per instructor (5 to 1).

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** SAFETY AND TRAINING: DIVISION TRAINING  
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<b>Topic No:</b>	2508.01
<b>Date:</b>	03-07-12
<b>Approved:</b>	TAB
<b>Review Date:</b>	03-07-14
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In the event of an emergency or injury during the training, notify dispatch immediately and request appropriate resources.

To reinforce safety procedures, personal protective equipment (PPE) inspection shall be conducted on all firefighters immediately prior and after engaging in suppression activities. The inspection shall ensure that all PPE is serviceable and worn in a manner to provide for maximum personal protection.

**At no time shall fire personnel or civilians be permitted to act as victim(s) during live fire training.**

**PRE-OPERATIONAL PERIOD**

The IC shall develop on Incident Action Plan (IAP) based upon information obtained during the pre-plan and building inspection and preparation stages. The IAP shall specify:

- Points of ignition
- Amount of fire load
- Evolution scenario
- Position of entry attack lines
- Position of RIT Team
- A Rescue Plan
- Accountability Plan
- Radio channel used for the event
- Student to instructor ratio
- Live fire training goals and objectives
- Safety Officer assignments and responsibilities
- Personnel assignments
- Rehab location

All personnel involved in the live fire training shall be instructed on each element of the IAP prior to commencement of the evolution and shall receive a walk through briefing of the building prior to fire ignition. An evacuation plan and real emergency signal shall be reviewed and agreed upon.

All doors, windows, ventilations props and standpipes necessary for the training shall be checked and operated prior to any live fire conditions to ensure correct operation.

Two separate sources of hydrant water supply shall be established. All fire attack hose line(s) shall be supplied by one Engine with an uninterrupted water supply. The Backup company hose line(s) shall be supplied by a separate uninterrupted water supply. All hose lines shall be a minimum 1 3/4" and will be flow tested to confirm a minimum of 125 gpm immediately prior to fire ignition.

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: SAFETY AND TRAINING: DIVISION TRAINING  
Topic: Policy and Procedures for Conducting Live Fire Training Evolutions at RMFA

Topic No:	2508.01
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**OPERATIONAL PERIOD**

**The use of flammable or combustible liquids, as defined in NFPA 30, shall be prohibited for use in live fire training evolutions. Only Class A materials shall be used in live fire training. Absolutely no tires or upholstered/foam furniture.**

Exception: Per NFPA 1403 to start the fire we can use limited quantities of combustible liquid with a flash point above 38°C (100°F.) This shall be permitted to be used in a training center burn building because it has been specifically engineered to accommodate this fuel. The quantity of this fuel is limited 16 ounces and will be located in the Control Room.

RMFA requires all fires to be built and contained in provided steel cribs, utilizing pallets and straw only. Place 4 to 6 pallets, ¼ bale of straw in steel crib and ignite. Let burn for 3 to 5 minutes before adding extra pallets and sealing up building. Note: if multiple fire scenarios are to be used the fire should only be darkened down and not completely extinguished, as a second fire may not be possible if completely extinguished.

The ignition process will be conducted by the Interior Safety Officer (Firestarter) under the direction of the IC and Exterior Safety Officer. The ISO shall regulate the fuel load for each evolution to maintain a tenable atmosphere inside the burn rooms.

Smoke Machines will not be accessible for use by DFD Companies during a live burn exercise.

No live fire training shall be done in the Tower building at RMFA.

Live Burn Operations Checklist

- Adequate fire apparatus/personnel on site
- Separate hydrant water sources
- IAP reviewed and understood by all involved
- Walk through briefing conducted
- Rescue Plan established and understood by all involved
- Evacuation signal designated and understood by all involved
- Ignition location determined
- Fire load conservative not excessive
- Safe ignition fuel utilized
- Firestarter in full PPE/SCBA
- Protection line in place, charged and manned for Firestarter
- RMFA representative or designee on scene
- Safety Officers on scene
- Command established
- Command Post identified and announced
- PPE inspection completed

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** SAFETY AND TRAINING: DIVISION TRAINING  
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<b>Topic No:</b>	2508.01
<b>Date:</b>	03-07-12
<b>Approved:</b>	TAB
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<b>Replaces:</b>	N/A

- Radio channel announced and radio check completed
- Assignments established
- Attack line(s) in place and flow tested for a minimum 125 gpm each
- Backup line(s) in place and flow tested for a minimum 125 gpm each
- Attack lines from one engine, backup lines from separate source
- RIT in place
- Assigned personnel in full PPE, PASS and SCBA functioning properly
- Rehab established

**POST-OPERATIONAL PERIOD**

All personnel accounted for

All fires shall be completely extinguished.

All burn debris removed from building, extinguished and placed in dumpster.

Building shall be cleaned and grounds policed and left in a safe condition upon completion of training.

PPE and SCBA inspected, cleaned and placed back in-service.

Written reports shall be submitted to Assistant Chief of Training no later than 5 days following the training:

- Any injuries incurred detailing nature and extent of injury, action or activity that resulted in the injury.
- Summary of After Action Report detailing training performed.
- List of participants involved in the training.
- Copies of all completed checklists
- Any additional information that the IC has concerning the training.

**PLEASE NOTE:**

**The Live Burn Checklist and NFPA 1403 can be accessed/printed off the DFD Website under Downloadable Forms / Training / Live Burn Training.**

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** SAFETY AND TRAINING: DIVISION TRAINING  
**Topic:** Policy and Procedures for Conducting Live Fire Training Evolutions at RMFA

<b>Topic No:</b>	2508.01
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## Rocky Mountain Fire Academy Connex Burn Building Guidelines

The Connex Burn Building is designed to provide a realistic live burn scenario. This means that you can actually extinguish the fire, perform overhaul and check for extension similar to what is encountered on the streets. With this training comes some safety and procedural guidelines that must be followed to ensure that we do not damage these containers.

- NFPA 1403 must be followed, checklist completed and all safety positions staffed and in place.
- Prior to the first time you use the Connex Burn Building, the command officer running the training shall view the instructional video provided by the Denver Fire Department which covers the proper use of the Connex Burn Building.
- Only Class A materials will be used to burn in this structure and only in 55 gallon containers and burn pans provided by the RMFA, i.e. no sofas, tires, plastics etc...
- The temperature in the fire rooms will be monitored and will not to exceed 400 degrees. The Safety Officers are responsible for monitoring the temperature with a Thermal Imaging Camera and maintaining a log that documents the temperatures when they are checked hourly/after every evolution.
- The room in the north east corner is for supplies and safety equipment. This room can be used for search, but can never be used as a burn room.
- There are specific burn containers and aluminum grates that will be used in the designated burn rooms and you must have concrete board in place under these containers before igniting the containers for the evolution. **The maximum amount of ignitable material in the container is a half of bale of straw and two pallets.**
- You can have two smoke barrels per floor to obscure vision and create a realistic atmosphere for the companies training. These barrels must have concrete board placed underneath to protect the structure. The barrels should be filled no more than half way with wet straw and should never be placed under the stairs or on the stair landings.
- Companies can only burn in the rooms that have had OSB and drywall installed. At the end of every evolution the room must be overhauled and all drywall removed down to OSB Board. **(Do not remove the OSB Board)**. The companies training must thoroughly wet down and check for any extension into the OSB board at the end of the day. There have been documented cases of this type of burn building being destroyed when a thorough overhaul has not been completed. The staff at the RMFA will be responsible for replacing the drywall. To reiterate, the key to maintaining this building is performing a complete overhaul.
- The Vertical Ventilation Prop is the located in the south west corner of the third floor using a barrel and drywall insert to simulate poking through a ceiling after your ventilation hole has



DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** SAFETY AND TRAINING: DIVISION TRAINING  
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<b>Topic No:</b>	<b>2508.01</b>
<b>Date:</b>	<b>03-07-12</b>
<b>Approved:</b>	<i>TAB</i>
<b>Review Date:</b>	<b>03-07-14</b>
<b>Replaces:</b>	N/A

been cut in the roof. This area must be thoroughly cleaned at the end of your training exercise.

- The other area of the third floor will be used for staging and storage of supplies for the ventilation prop.
- The OSB must be removed from the exterior windows and replace with drywall sheets so that companies can perform window ventilation along with their primary searches.

## STANDARD OPERATING GUIDELINE

**Section:** SAFETY AND TRAINING: DIVISION TRAINING  
**Topic:** Policy and Procedures for Conducting Live Fire Training Evolutions at RMFA

<b>Topic No:</b>	2508.01
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<b>Review Date:</b>	03-07-14
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## Live Burn Checklist

### Pre Burn Procedures:

- ~ Command Post Established
- ~ Safety Officers Established
- ~ Rehab Established
- ~ Hose line positions established (backup from a separate source)
- ~ Hose lines flowed to insure proper operation and are of sufficient size
- ~ All radio equipment checked and operating
- ~ Necessary tools and equipment positioned

### Participants Briefed on the Following:

- ~ IAP reviewed and understood
- ~ Building layout and walkthrough
- ~ Walkthrough of building with participants
- ~ Crew and instructor assignments
- ~ Safety rules and accountability procedures
- ~ Safety briefing about burn
- ~ Building evacuation procedures
- ~ Demonstrate Evacuation Procedure and Evacuation Signal

### Additional Checks:

- ~ All personnel in proper gear and inspection completed (PPE, PASS & SCBA)
- ~ Fire location **not** located in escape routes
- ~ Fire load is not excessive
- ~ Building is completely empty before fires are ignited
- ~ RIT in place and briefed
- ~ Protection line in place, charged and manned for Firestarter

### Post-Burn Procedures:

- ~ All personnel accounted for
- ~ All fires completely extinguished, overhauled and removed from building
- ~ Burn Building cleaned and grounds policed
- ~ PPE and SCBA inspected, cleaned and placed back in service
- ~ Training critique conducted
- ~ RMFA Facility secured
- ~ Records and reports prepared, as required

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** SAFETY AND TRAINING: DIVISION TRAINING  
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<b>Topic No:</b>	2508.01
<b>Date:</b>	03-07-12
<b>Approved:</b>	TAB
<b>Review Date:</b>	03-07-14
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Complete all information prior to commencing live burn evolution.

Command Officer In Charge Of The Training Exercise: \_\_\_\_\_

Date: \_\_\_\_\_

*\*indicates positions that must be staffed or live burns cannot occur*

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: SAFETY AND TRAINING: DIVISION TRAINING  
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# Live Burn Evolutions

**Evolution #1:**

Objective:

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Assignments:

\*Incident Commander: \_\_\_\_\_

\*Exterior Safety: \_\_\_\_\_

\*Interior Safety: \_\_\_\_\_

\*RIT Team: \_\_\_\_\_

Fire Attack Group: \_\_\_\_\_

Search Group: \_\_\_\_\_

Vent Group: \_\_\_\_\_

Additional Assignments:

---

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Evolution Concerns:

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Burn Building and Equipment Problems and Concerns:

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**Evolution #2:**

Objective:

---

---

Assignments:

\*Incident Commander: \_\_\_\_\_

\*Exterior Safety: \_\_\_\_\_

\*Interior Safety: \_\_\_\_\_

\*RIT Team: \_\_\_\_\_

Fire Attack Group: \_\_\_\_\_

Search Group: \_\_\_\_\_

Vent Group: \_\_\_\_\_

Additional Assignments:

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DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: SAFETY AND TRAINING: DIVISION TRAINING  
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Date:	03-07-12
Approved:	TAB
Review Date:	03-07-14
Replaces:	N/A

Evolution Concerns:

\_\_\_\_\_  
\_\_\_\_\_

Burn Building and Equipment Problems and Concerns:

\_\_\_\_\_  
\_\_\_\_\_

Safety Officer's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Evolution: #3:**

Objective:

\_\_\_\_\_  
\_\_\_\_\_

Assignments:

\*Incident Commander: \_\_\_\_\_

\*Exterior Safety: \_\_\_\_\_

\*Interior Safety: \_\_\_\_\_

\*RIT Team: \_\_\_\_\_

Fire Attack Group: \_\_\_\_\_

Search Group: \_\_\_\_\_

Vent Group: \_\_\_\_\_

Additional Assignments:

\_\_\_\_\_  
\_\_\_\_\_

Evolution Concerns:

\_\_\_\_\_  
\_\_\_\_\_

Burn Building and Equipment Problems and Concerns:

\_\_\_\_\_  
\_\_\_\_\_

**Evolution #4:**

Objective:

\_\_\_\_\_  
\_\_\_\_\_

DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

**Section:** SAFETY AND TRAINING: DIVISION TRAINING  
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<b>Date:</b>	03-07-12
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<b>Replaces:</b>	N/A

Assignments:

\*Incident Commander: \_\_\_\_\_

\*Exterior Safety: \_\_\_\_\_

\*Interior Safety: \_\_\_\_\_

\*RIT Team: \_\_\_\_\_

Fire Attack Group: \_\_\_\_\_

Search Group: \_\_\_\_\_

Vent Group: \_\_\_\_\_

Additional Assignments:

\_\_\_\_\_  
\_\_\_\_\_

Evolution Concerns:

\_\_\_\_\_  
\_\_\_\_\_

Burn Building and Equipment Problems and Concerns:

\_\_\_\_\_  
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Safety Officer's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

# Section D

Executive Orders  
&  
Mayoral Policies

## EXECUTIVE ORDER NO. 16

**TO:** All Employees, Agencies, and Departments Under the Mayor

**FROM:** John W. Hickenlooper, Mayor

**DATE:** August 23, 2007

**SUBJECT:** Use of Electronic and Communication Devices and Services

**Purpose:** This Executive Order sets forth the City's policy with regard to the appropriate use of electronic and communication devices and services provided by the City and County of Denver to its employees. "Electronic and communication devices and services" includes computers; peripherals; cell phones; pagers; PDA's; desktop phones; access to the City network, City servers, the Internet, and email; and any other electronic or communication device or service provided by the City and County of Denver.

1.0 **Applicable Authority:** The applicable authority relevant to the provisions and requirements of this Executive Order No. 16 are found in the Charter of the City and County of Denver at Section 2.2.10. Executive Order No 16, dated, June 24, 1997, Use of Electronic Mail and all Memoranda are canceled and superseded by this Executive Order.

### 2.0 **Policy:**

#### 2.1 Ownership

- a. The City and County of Denver provides electronic and communication devices and services to its employees to aid in the performance of City business, based on business needs determined by each City Agency and Department.
- b. All electronic and communication devices and services provided by the City and County of Denver regardless of physical location or form, are considered property of the City and County of Denver and owned exclusively by the City and County of Denver.

#### 2.2 No Expectation of Privacy

City employees who utilize electronic and communication devices and services provided by the City and County of Denver should have NO EXPECTATION OF PRIVACY when using any City-owned device or service. Employees' supervisors, Agency and Department Executive Directors, designated City Attorney's Office staff, Technology Services personnel, and any other appropriately designated City and County of Denver employee or official has the right to monitor the use of any device or service provided by the City and County of Denver to the employee, and to seize any electronic or communication device provided by the City and County of Denver to the employee.



2.3 Permissible / Prohibited Use

- a. City employees shall sign the most current *Information Technology Acceptable Use Acknowledgement* prior to being given access to electronic or communication devices or services and upon any material change to the *Acknowledgement*. Users shall strictly adhere to all policies and procedures within the *Acknowledgement*, as well as any additional policies required by specific City Agencies or Departments.
- b. City employees shall use assigned electronic and communication devices and services in an appropriate manner. Employees shall not knowingly transmit, retrieve or store any communication, nor intentionally visit Internet sites, that are: discriminatory or harassing; derogatory to any individual or group; obscene or pornographic; vulgar or profane; defamatory or threatening; in violation of another employee's privacy; used in order to propagate any virus, or other damaging code; used to plagiarize or copy copyright-protected material; or used for personal profit or illegal purposes; unless the employee has a legitimate business need and authorization to do so.
- c. Limited, occasional, or incidental use of electronic and communication devices and services for personal, non-business purposes is permitted so long as it is of a reasonable duration and frequency, does not interfere with the employee's performance of job duties, and is not in support of a personal business.
- d. All personal calls (both incoming and outgoing) made or received on a city-provided cell phone, and long distance desk phone services must be reimbursed monthly to the City and County of Denver. It is the responsibility of the employee's supervisor to ensure that personal calls have been reimbursed.
- e. City employees shall not jeopardize City network security by attempting to download any music, games, pictures, video, freeware, or software from the Internet, from a received e-mail message, or from a transportable piece of media from outside the City and County of Denver.
- f. City employees shall not include personally identifiable information, especially Social Security Numbers, within any unencrypted e-mail being sent outside the City's network.

2.4 Loss, Damage or Theft of a Device

- a. If an electronic device provided by the City is stolen, lost or damaged, the employee must immediately notify his / her supervisor as well as the their agency Information Technology Help/Service Desk or internal IT support staff. Technology Services or the individual agency IT support staff will notify the appropriate outside vendor to suspend any existing service account.
- b. In the event an electronic device provided by the City is stolen, lost or damaged, the employee will be provided one replacement electronic device at no cost to the employee. Thereafter, any damage to or loss of an electronic device must be reimbursed to the City and County of Denver. If an electronic device provided by the City is stolen, the employee must immediately notify his / her supervisor as well as their agency Information Technology Help/Service Desk or internal IT support staff. The employee must also report the theft to the appropriate police department and obtain a police report. If the device was stolen from someone's personal vehicle or home, the insurance provider should be notified and the device should be covered by that policy. Agencies and Departments may establish a different requirement or exceptions to this requirement, but must provide notice to the effected employees as such.

3.0 **Violations of the Executive Order and Discipline**


3.1 Employees may be disciplined by his/her Department for any conduct that is prohibited by or otherwise in violation of this Executive Order.

3.2 **Disciplinary Action/Penalties**


Violations of this Executive Order may result in suspension or termination of access to electronic and communication devices and services; disciplinary action pursuant to the City's Personnel Rules and Regulations; or legal action in the form of criminal or civil penalties.

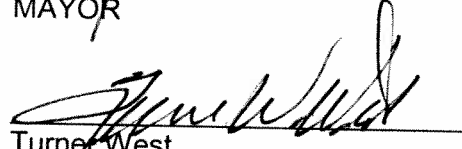
4.0 **Memorandum Attachments:** The procedure(s) for implementing this Executive Order, may be defined by Memorandum Attachments to the Executive Order which shall become a part of the Executive Order. Further the Office of Technology Services which is responsible for the content of this Executive Order shall have the authority to issue procedural Memorandum attachments relative to this Executive Order.

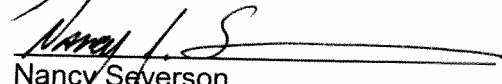
Approved for Legality:


  
Arlene V. Dykstra  
City Attorney for the City and  
County of Denver

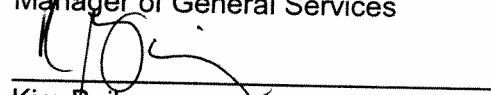
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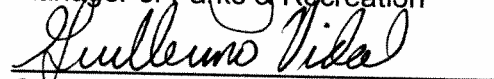
  
John W. Hickenlooper  
MAYOR

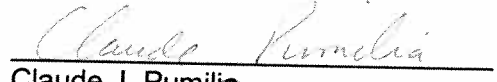
  
Turner West  
Manager of Aviation

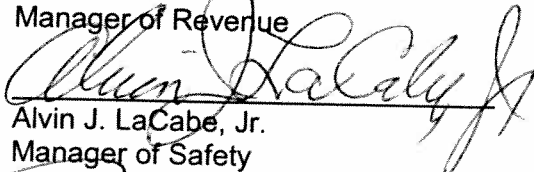
  
Nancy Severson  
Manager of Environmental Health

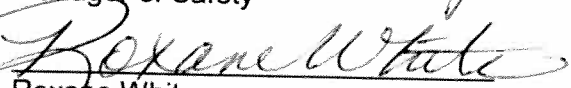
  
Kevin Patterson  
Manager of General Services

  
Kim Bailey  
Manager of Parks & Recreation

  
Guillermo "Bill" Vidal  
Manager of Public Works

  
Claude J. Pumilia  
Manager of Revenue

  
Alvin J. LaCabe, Jr.  
Manager of Safety

  
Roxane White  
Manager of Human Services

  
Peter Park  
Director of Planning & Development

**MEMORANDUM NO. 16A**

**TO: All Departments and Agencies Under the Mayor**  
**FROM: Michael Hancock, Mayor**  
**DATE: July 2, 2018**  
**SUBJECT: Use of Electronic and Communication Devices and Services**

This Memorandum shall be attached to and become a part of Executive Order 16 Dated August 23, 2007 subject "Use of Electronic and Communication Devices and Services," and mandates the use of the attached Technology Services Acceptable Use Agreement that all employees must sign before permission is granted to use Electronic and Communication devices provided by the City.

Policy Control Information	
Department/Agency	Technology Services
Team	Information Security
Effective Date	7/2/2018
Related Policies	Executive Order 143 – Protected Data Privacy Policy Executive Order 18 – Establishment of Technology Services Executive Order 16 – Use of Electronic Communication Devices and Services Executive Order 64 – Records Management CSA Rule 16 – Code of Conduct and Discipline Policy - IT Asset Management Policy – Mobile Device Management Policy – Password Management

**Purpose**

This Acceptable Use Agreement supersedes all previous Acceptable Use Agreements.

The purpose of this policy is to outline the acceptable use of computer equipment at the City and County of Denver (the City), ensuring that the information created, acquired, or maintained by the City and its authorized users is used in accordance with its intended purpose and protects the employee and the City from external and internal threats; and to protect the City from inappropriate use which may expose the City to legal liability and technical risks such as virus attacks or compromise of network systems and services. This policy shall be reviewed and acknowledged on an annual basis by all City users.

**Regulatory Guidance:**

Regulations and Industry Standards	
CJIS	Criminal Justice Information Services
CSA CCM	Cloud Security Alliance - Cloud Controls Matrix
CSC	Critical Security Controls from Center for Internet Security
HIPAA	Health Insurance Portability and Accountability Act
NIST SP 800-53	National Institute of Standards and Technology Special Publication 800-53 – Security and Privacy Controls for Federal Information Systems and Organizations
PCI - DSS	Payment Card Industry Data Security Standard

**Scope**

This policy applies to the following:

- All City agencies and departments, including auxiliary units and external businesses or organizations that provide information technology services to the City and County of Denver.

- All employees, civil servants, appointees, and elected officials or any other persons having access to the City's information and technology resources.
- All City technology or information resources, facility and equipment owned or leased by the City regardless of it being centralized, de-centralized, agency or department-managed.

## Executive Sponsorship

Executive sponsorship for this document comes from the CIO, City and County of Denver. The CIO shall review this policy periodically with senior management to determine if changes to this policy are required.

## Policy

### 1. General Use and Ownership

- 1.1. The City's protected data stored on electronic and computing devices remains the sole property of the City, whether owned or leased by the City, the employee or a third party. You must ensure through legal or technical means that protected data is secured in accordance with Technology Services Policies and Standards.
- 1.2. You have a responsibility to promptly report the theft, loss or unauthorized disclosure of protected data including Personally Identifiable Information (PII), proprietary/confidential data, and regulated data.
- 1.3. You may access, use or share protected data only to the extent it is authorized and necessary to fulfill your assigned job duties.
- 1.4. Employees are responsible for exercising good judgment regarding the reasonableness of personal use. If there is any uncertainty, employees should consult their supervisor or manager.
- 1.5. As stated in Executive Order 16, there shall be no expectation of privacy when using any City-owned device or service. In addition, all communications conducted on the City's network are subject to the Colorado Open Records Act (CORA).
- 1.6. For security and network maintenance purposes, authorized individuals within the City may monitor equipment, systems and network traffic at any time, per the City's Information Security Policy.
- 1.7. The City reserves the right to designate authorized personnel to audit networks and systems on a periodic basis to ensure compliance with this policy.

### 2. Security and Protected Data

- 2.1. System level and user level passwords must comply with the Password Policy. Providing access to another individual, either deliberately or through failure to secure its access, is prohibited.
- 2.2. All personnel must lock the screen or log off when the device is unattended.
- 2.3. Postings by employees from a CCD email address to newsgroups should contain a disclaimer stating that the opinions expressed are strictly their own and not necessarily those of CCD, unless posting is in the course of business duties.

- 2.4. Employees must use extreme caution when opening e-mail attachments received from unknown senders, which may contain malware.

### 3. Unacceptable Use

The following activities are, in general, prohibited. Employees may be exempted from these restrictions during the course of their legitimate job responsibilities (e.g., systems administration staff may have a need to disable the network access of a host if that host is disrupting production services).

The lists below are by no means exhaustive, but attempt to provide a framework for activities which fall into the category of unacceptable use.

- 3.1. Illegal, fraudulent or workplace inappropriate use is strictly prohibited.

Any use of the City's information and technology resources for an illegal, fraudulent or workplace inappropriate purpose or in support of such activities is prohibited. Illegal and fraudulent activities shall be defined by any violation of federal, state, or local law. Workplace inappropriate use is the use of a City information or technology resource to violate any of the rules and regulations that govern your employment or appointment to the City (e.g., Municipal Code, Executive Order, Career Service Rules, Civil Service Rules and Regulations or contract).

- 3.2. Security and data integrity violations are strictly prohibited.

Use of the City's information and technology resources to violate security protocols, circumventing or disabling security controls, or otherwise use of the resource in an unethical manner is prohibited. Such activities include, but are not limited to: accessing accounts regardless of system for which you are not authorized or do not have a business need; copy, disclose, transfer, examine, rename, or change information, configurations, or programs not under your purview unless you are given express permission to do so by the responsible user or administrative authority; unauthorized access of another user's email or files; representing yourself as someone else, fictional or real; or using proxies or other systems to circumvent website classification or restriction; installation of any unapproved hardware devices or software; executing intentionally malicious programs or unauthorized reconnaissance/security tools.

- 3.3. Improper use of information is strictly prohibited.

Use of data or information created, acquired, or maintained by the City and its authorized users, in any manner other than in accordance with its intended purpose is strictly prohibited. Improper use, includes, but is not limited to: transmitting data to unauthorized endpoints; transmitting sensitive or confidential data in an un-encrypted manner, unauthorized encryption of data and failure to register the method and tokens for decryption or cipher keys with Technology Services Information Security, storing data regardless of classification on unauthorized devices or systems.

- 3.4. Inefficient, unnecessary or wasteful use is strictly prohibited.

Wasteful use of the City's information and technology resources includes, but is not limited to: placing programs in an endless loop; sending bulk/spam/junk mail; use of an inefficient program when efficient alternatives are available; malicious disruption of the use or performance of a computer system or network; streaming media or downloading data for

personal use that is disruptive to official business; or other use of excessive network or computational bandwidth for unofficial purposes.

3.5. Unauthorized network protocols or connections are strictly prohibited.

No personal devices are allowed on the City network unless authorized by Information Security. See the Policy and Rules of Behavior – Bring Your Own Device Usage. Only officially assigned IP addresses may be used on City managed networks. Official IP addresses may be assigned dynamically. Systems must not disguise or modify the MAC address of the network interface. Network protocols used in any manner other than in accordance with their intended purpose is strictly prohibited. Unauthorized network protocols are strictly prohibited. Technology Services Information Security must approve of all network protocols; and, any and all devices or non-City networks connected to City managed networks.

3.6. The use of unapproved executable programs is prohibited.

#### 4. Policy Compliance

Policy Compliance will be monitored as described below. In addition to this policy, users are fully responsible for their actions and are subject to federal, state, and local laws.

4.1. Compliance Measurement

The Information Security team will verify compliance to this policy through various methods, including but not limited to, business tool reports, internal and external audits, and feedback to the policy owner.

4.2. Exceptions

Any exception to the policy must be approved by the Information Security team in advance.

4.3. Non-Compliance

An employee found to have violated this policy may be subject to disciplinary action, up to and including termination of employment.

### Definitions

1. **CCM:** Cloud Controls Matrix. A baseline set of security controls created by the Cloud Security Alliance to help enterprises assess the risk associated with a cloud computing provider.  
CJIS: Criminal Justice Information Systems
2. **COPPA:** The Children's Online Privacy Protection Act. The Children's Online Privacy Protection Act (COPPA) is a law created to protect the privacy of children under 13. The Act was passed by the U.S. Congress in 1998 and took effect in April 2000. COPPA is managed by the Federal Trade Commission (FTC).
3. **CSC:** Critical Security Controls. The Center for Internet Security (CIS) Critical Security Controls (CIS Controls) are a concise, prioritized set of cyber practices created to stop today's most pervasive and dangerous cyber attacks.
4. **HIPAA:** Health Insurance Portability and Accountability Act of 1996. The primary goal of the law is to make it easier for people to keep health insurance, protect the confidentiality and security of healthcare information and help the healthcare industry control administrative costs.



5. **NIST:** National Institute of Standards and Technology. More specifically, The City's Technology Services follows NIST Special Publication 800-53 (SP 800-53), Security and Privacy Controls for Federal Information Systems and Organizations.
6. **PCI DSS:** The Payment Card Industry Data Security Standard. A set of security standards designed to ensure that ALL companies that accept, process, store or transmit credit card information maintain a secure environment.
7. **Protected Data:** Per Executive Order 143, Protected Data consists of Personally Identifiable Information (PII), Regulated Data, and Proprietary and/or Confidential Information. See Executive Order 143 for the definitions of these types of protected data.

### Acceptable Use Acknowledgement

By signing this acknowledgement, the user named below consents and agrees to comply with the Acceptable Use Policy. The user understands that failure to adhere to the Acceptable Use Policy may subject them to corrective or disciplinary action based on the rules and regulations that govern the user’s employment or appointment to the City (e.g., Municipal Code, Executive Order, Career Service Rules, Civil Service Rules and Regulations or contract), device revocation, technology resource suspension or legal action.

The user must sign this acknowledgement prior to being granted access to any City and County of Denver information or technology resource. The user must re-acknowledge any future material change to the policy. Refusal to sign this acknowledgement will result denial of access to the City and County of Denver’s information and technology resources. Denial of access may hinder the user’s ability to adequately perform their official duties and is not an affirmative defense for the performance issues or resulting corrective or disciplinary actions arising from the rules and regulations that govern the user’s employment or appointment to the City (e.g., Municipal Code, Executive Order, Career Service Rules, Civil Service Rules and Regulations or contract).

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User’s Complete Legal Name (Printed)

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User’s Signature

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City Department and Agency

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Date of Signature

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Employee ID Number (if known)

**EXECUTIVE ORDER NO. 94**

**TO:** All City Agencies

**FROM:** Wellington E. Webb  
M A Y O R

**DATE:** October 29, 2002

**SUBJECT:** CITY and COUNTY of DENVER EMPLOYEES' ALCOHOL and DRUG POLICY

**PURPOSE:** As an employer, the City and County of Denver (City) is required to adhere to various federal, state, local laws and regulations regarding alcohol and drug use. The City also has a vital interest in maintaining a safe, healthy and efficient environment for its employees and the public. Being under the influence of, subject to the effects of, or impaired by alcohol or a drug on the job may pose serious safety and health risks to the user, the user's co-workers and the public. Additionally, the possession, use or sale of an illegal drug in the workplace may pose an unacceptable risk to the safe, healthy and efficient operation of the City.

The City maintains the Mayor's Office of Employee Assistance, provides Department of Safety psychologists and some outside contractors, who offer help to employees who seek assistance for alcohol and/or drug use and other personal or emotional issues.

**RESPONSIBLE AUTHORITY(S):** City Attorney

This executive order, effective on the above date, establishes and confirms the policy of the City concerning the problem of drug and alcohol use in the workplace. On the date it becomes effective, this executive order supersedes all previously enacted alcohol and drug executive orders.

**I. PROHIBITIONS FOR ALL CITY EMPLOYEES INCLUDING CLASSIFIED MEMBERS OF THE POLICE AND FIRE DEPARTMENTS.**

**A. Alcohol**

Employees are prohibited from consuming, being under the influence of, or impaired by alcohol while performing City business, while driving a City vehicle or while on City property.

**There are three exceptions to this prohibition.** (1) An employee is not on duty and attending an officially sanctioned private function, e.g., an invitation-only library reception. (2) An employee is not on duty and at a City location as a customer, e.g., playing golf on a City course. (3) An employee is a member of the Police Department and as a part of the employee's official duties, consumes alcohol in accordance with Police Department procedures.

The alcohol levels defined by the state legislature that may be amended from time to time for defining "under the influence of alcohol" and "impaired by alcohol" are adopted here for purposes of this executive order.

Employees holding Commercial Driver's licenses (CDL) are also subject to the alcohol levels defined by the Department of Transportation (DOT) regulations that may be amended from time to time for "under the influence" which are adopted here for purposes of this executive order.

Current alcohol level definitions are contained in the Addendum to this Order. If there is a conflict between the state legislature and the DOT regulation, alcohol level definitions and the ones contained in the Addendum to this Order, the state legislature and DOT regulation definitions will take precedence.

As part of official duties, members of the Police Department according to established procedures may consume alcohol. However, it is grounds for discipline, up to including immediate dismissal, if members of the Police Department consume alcohol in violation of their department procedures.

#### **B. Legal Drugs**

1. It is the responsibility of the employees who work in positions operating vehicles or dangerous equipment or positions affecting the health or safety of co-workers or the public to advise their supervisors that they are taking prescription medication that may affect their performance.
2. Employees who work in positions operating vehicles or dangerous equipment or positions affecting the health or safety of co-workers or the public are prohibited from consuming, being under the influence of, subject to the effects of or impaired by legally obtained prescription drugs while performing City business, unless the following two determinations have been made:
  - a. It is determined by both the employee's supervisor and either the employee's Human Resource Specialist or Safety Officer, after consulting with the Occupational Health and Safety Clinic (OHSC) personnel, that the employee's job performance will not be affected and that the employee does not pose a threat to his/her own safety.
  - b. It is determined by both the employee's supervisor and either the employee's Human Resource Specialist or Safety Officer, after consulting with the OHSC personnel, that the employee will not pose a threat to the safety of co-workers or the public, and the employee will not disrupt the efficient operation of the agency.

If appropriate, the OHSC personnel may contact the employee's personal physician. Prior to making contact with the employee's personal physician, the OHSC personnel should obtain a medical release from the employee.

Employees may be required to use sick leave, take a leave of absence or comply with other appropriate non-disciplinary actions determined by the appointing authority until the above determinations can be made.

The OHSC shall keep the medical records that disclose the identity of the legal drug confidential in accordance with state and federal laws.

3. The DOT regulations prohibit employees with CDLs from using marijuana, even for approved medical reasons. If the federal and Colorado laws are in conflict on this issue, the federal law will take precedence. Therefore, a positive marijuana drug test will be treated as an illegal drug use for employees with CDLs, subjecting them to all rules contained herein for illegal drug use even if a physician has prescribed the marijuana for medical reasons.

#### C. **Illegal Drugs**

1. Employees are prohibited from consuming, being under the influence of, subject to the effects, of or impaired by illegal drugs while performing City business, while driving a City vehicle or while on City property.
2. Employees are also prohibited from selling, purchasing, transferring or possessing an illegal drug.

**There is one exception to this prohibition.** An employee of the Classified Service of the Police and Fire Departments or the Denver Sheriff's Department as a part of the employee's official duties, may sell, purchase, transfer or possess illegal drugs in accordance with the employee's department procedures. However, it is grounds for immediate dismissal if members of the Classified Service of the Police and Fire Departments or Sheriff Department sell, purchase, transfer or possess illegal drugs at any time other than as a part of their official duties. It is also grounds for immediate dismissal if members of the Classified Service of the Police and Fire Departments or Sheriff Department sell, purchase, transfer or possess illegal drugs in violation of the employee's department procedures.

The illegal drug cut-off levels established by the DOT regulations, that may be amended from time to time, are adopted here for purposes of this executive order. Current illegal drug levels are contained in the Addendum to this Order. If there is a conflict between the DOT regulation, illegal drug levels and the ones contained in the Addendum to this Order, the DOT regulation definition will take precedence.

## II. **DRUG AND ALCOHOL TESTING**

### A. **Pre-Employment/Pre-Placement Testing**

1. The City may implement, with the City Attorney's approval, pre-employment screening practices designed to prevent hiring individuals for job positions:

- a. whose use of illegal drugs may affect the public health or safety and
- b. whose use of alcohol or legal drugs indicates a potential for impaired or unsafe job performance where the public health or safety may be affected.

The Civil Service Commission, Career Service Authority, OHSC or interviewing agency shall inform a job applicant of these pre-employment screening practices prior to such screening.

2. Employees who will be filling jobs defined as safety-sensitive or requiring a CDL, prior to the first time the employee performs a safety-sensitive function, shall be tested for controlled substances and may be tested for alcohol.
3. Refusal by an applicant to submit to a pre-employment test shall result in denial of employment.
4. Pre-employment/Pre-placement test results:
  - a. **Alcohol**

Where alcohol use is detected and it is determined to be a potential safety risk, employment shall be denied.
  - b. **Legal Drugs**
    - i. Where use of a prescription drug is detected, applicants may be required to offer proof that the drug has been prescribed by a physician for the applicant. If the applicant is unable to provide such proof, employment may be denied.
    - ii. Where the applicant's future or continued use of the drug poses a potential safety risk or would impair job performance, employment may be denied in accordance with the applicable state and federal laws.
  - c. **Illegal Drugs**
    - i. Employment shall be denied when the presence of an illegal drug is detected.
    - ii. Employment shall be denied when the presence of a known masking agent is detected.
    - iii. A second direct observation urinalysis test may be required prior to offering employment to an applicant whose drug test evidences the urine sample has been diluted.

**B. Reasonable Suspicion Testing**

1. When a supervisor has reasonable suspicion that any employee is in violation of this policy, after taking appropriate safety measures, i.e. removing the employee from any situation which may pose a safety risk to the employee, co-workers or the public, the supervisor shall immediately consult with his/her Human Resource Specialist, Safety Officer or the City Attorney's Office to determine further actions. However, if immediate consultation is not possible, it is the responsibility of the supervisor to promptly initiate alcohol and drug testing. The supervisor shall initiate testing as follows:

**a. Alcohol**

- i. Document in writing the specific reasons for the decision to initiate testing based on specific, contemporaneous, articulable observations of the employee's appearance, behavior, speech or body odors.
- ii. When possible, have a second supervisor confirm the specific, contemporaneous, articulable observations of the employee's appearance, behavior, speech or body odors.
- iii. Advise the employee that the supervisor is ordering the employee to go to the testing site for testing.
- iv. Escort the employee to the testing site as soon as possible. However, if the supervisor is unable to escort the employee, the supervisor should have another individual escort the employee for testing. The individual selected to escort the employee shall be of a higher grade/rank than the employee being tested.
- v. Require the employee to bring a picture identification card and proof of the employee's Social Security or employee number to the testing site.
- vi. If the employee refuses to go to the testing site, or refuses to participate in the testing process, the supervisor or the escort should tell the employee that the testing request is a direct order and that refusal to comply with the direct order might subject the employee to discipline, up to and including dismissal.
- vii. After the initial test results are known, the supervisor shall contact the appointing authority for further guidance. If the appointing authority is unavailable and the supervisor has a reasonable doubt about the employee's ability to satisfactorily and safely meet job requirements, the supervisor shall place the employee on investigatory leave pending results of testing or other administrative determination.

- viii. No supervisor or escort should allow an employee to drive to or away from the testing or the work site. However, if the employee does drive off, notify the Police Department immediately and provide them pertinent information, i.e., employee's car make; model and color; license plate number; direction of travel and reason for ordering the alcohol and/or drug testing.

During regular OHSC hours, the testing shall be conducted at one of the OHSC testing sites. After regular hours, the supervisor shall page the OHSC alcohol and drug testing personnel to arrange for immediate testing.

Testing should be administered within two (2) hours of making a reasonable suspicion determination. If this two (2) hour time frame is exceeded, the supervisor should document the reasons the test was not promptly administered. Supervisors who do not test employees within this established time frame may be subject to discipline, up to and including dismissal.

Supervisors and escorts shall keep the employee's name and identifying information restricted to persons who "need to know."

**b. Legal drugs**

- i. Document in writing the specific, contemporaneous, articulable observations of the employee's appearance, behavior, speech or body odors that provide reasonable suspicion that the employee's use of, or being under the influence of, subject to the effects of, or impaired by a legal drug poses a potential safety risk or would impair job performance.
- ii. When possible, have a second supervisor confirm the specific, contemporaneous, articulable observations of the employee's appearance, behavior, speech or body odors.
- iii. Advise the employee that the supervisor is ordering the employee to go to the OHSC for evaluation.
- iv. Escort the employee to the evaluation site as soon as possible. However, if the supervisor is unable to escort the employee, the supervisor should have another individual escort the employee for evaluation.
- v. If the employee refuses to go to the evaluation site, the supervisor or the escort should tell the employee that the testing request is a direct order and that refusal to comply with the direct order might subject the employee to discipline, up to and including dismissal.



- vi. If the clinic personnel determine that the employee's use of, being under the influence of, subject to the effects of, or impaired by a legal drug poses a potential safety risk or would impair job performance; the supervisor shall contact the appointing authority for further guidance.
- vii. If the appointing authority is unavailable and the supervisor has a reasonable doubt about the employee's ability to satisfactorily and safely meet job requirements, the supervisor shall place the employee on investigatory leave pending such consultation. However, no supervisor or escort should allow an employee to drive to, or away from, the evaluation site. If the employee does drive off, the supervisor or escort shall notify the Police Department immediately and provide them pertinent information, i.e., employee's car make; model and color; license plate number; direction of travel; and reason for ordering the evaluation.
- viii. If the clinic personnel determine that the employee's use of, being under the influence of, subject to the effects of, or impaired by a legal drug does not pose a potential safety risk and does not impair job performance, have the employee return to work.

**c. Illegal drugs**

Follow the steps listed above in Section B.1.a.

However, testing for illegal drugs should be administered within eight (8) hours of making a reasonable suspicion determination. If this eight-hour (8) time frame is exceeded, the supervisor must document the reasons the test was not promptly administered. Supervisors who do not test employees within the established time frame may be subject to discipline, up to and including dismissal.

The police shall be contacted when a supervisor has reasonable suspicion that an employee appears to be in possession of, selling or transferring illegal drugs.

**C. Post-Accident Testing**

- 1. As soon as practicable following a driving or other workplace accident, the supervisor shall ensure that driver-employee is tested for alcohol and drugs when the accident:
  - a. may have been the fault of the employee and the accident involves a fatality;
  - b. may have been the fault of the employee and any individual was injured severely enough to receive medical treatment immediately away from the scene of the accident;
  - c. may have been the fault of the employee and the accident resulted in disabling damage to any vehicle or any equipment; or,

- d. there is reasonable suspicion to test the employee.
2. Post-accident alcohol and drug testing should be administered within two (2) hours following the accident. Supervisors who do not test employees within the established time frames may be subject to discipline, up to and including dismissal.
3. "Disabling damage" for a vehicle accident is defined as precluding the departure of the vehicle from the scene of an accident in its usual manner. Vehicle damage that can be remedied temporarily at the scene without special tools or parts, i.e., replacing a tire with the spare, taping over a headlight or tying down the hood of a car, are not considered disabling.
4. "Disabling damage" for a workplace accident is defined as precluding the use of the equipment from its usual operation. Equipment that can be remedied temporarily at the scene without special tools or parts is not considered disabling.

**D. Return to Duty Testing**

If an employee has violated the prohibited conduct listed in Sections I (A) or I (C) of this Order, the employee shall not return to work unless the employee has taken an alcohol and drug test at the OHSC and both tests were verified negative.

**E. Unannounced Testing**

If an employee has been placed on a Stipulation and Agreement in accordance with this executive order, as a part of that Stipulation and Agreement, the employee may be tested for alcohol and/or drugs by the agency without prior notice of the testing date or time for at least 36 months from the last date in time that the stipulation and agreement is signed by the parties.

**F. Random Testing**

The City may implement, with the City Attorney's approval, random alcohol and drug testing for employees deemed to perform safety-sensitive functions for the City or any of its agencies.

**G. Commercial Driver's License Testing**

For those positions requiring a CDL, the City shall implement drug testing pursuant to applicable DOT regulations, as may be amended from time to time in addition to the testing described in Sections II (B), II (C) and II (D) of this Order.

**1. Pre-Employment Testing**

Prior to the first time a driver performs safety-sensitive functions for the City or any of its agencies, the driver shall be tested for illegal drug usage in compliance with the DOT and state regulations, as may be amended from time to time.

**2. Reasonable Suspicion Testing**

**a. Alcohol**

The procedures described in Section II (B)(1)(a) of this Order shall be followed.

**b. Legal Drugs**

The procedures described in Section II (B)(1)(b) of this Order shall be followed.

**c. Illegal Drugs**

The procedures described in Section II (B)(1)(c) of this Order shall be followed.

**3. Post-Accident Testing**

**a. As soon as practicable following an accident, the supervisor shall ensure that driver-employee is tested for alcohol and drugs when:**

- i. the accident occurred while the vehicle driver was performing safety-sensitive functions with respect to the vehicle and the accident involved the loss of human life;
- ii. the vehicle driver was cited under the state or local law for a moving violation arising from the accident and an individual was injured severely enough to receive medical treatment immediately away from the scene;
- iii. the vehicle driver was cited under the state or local law for a moving violation arising from the accident and one or more of the vehicles involved in the accident sustained disabling damage. "Disabling damage" is defined in Section II (C)(2) and (3) in this Order;
- iv. there is reasonable suspicion to test the employee.

**b. If the supervisor does not initiate alcohol testing within eight (8) hours of the accident or drug testing within thirty-two (32) hours of the accident, the supervisor shall cease attempts to administer the tests and shall state in writing for the record the reasons for not administering the tests. Supervisors who do not test employees within the established time frames may be subject to discipline, up to and including dismissal.**

**4. Random Testing**

**a. Alcohol**

Pursuant to the DOT regulations, random alcohol testing shall be conducted annually on 25% of the average number of City commercial driver's license positions in existence. This percentage may be amended from time to time by the DOT. Alcohol testing shall be conducted on a random, unannounced basis just before, during or just after the employee performed safety-sensitive functions.

**b. Illegal Drugs**

Pursuant to the DOT regulations, random drug testing shall be conducted annually on 50% of the average number of City commercial driver's license positions in existence. This percentage may be amended from time to time by the DOT. Drug testing shall be conducted on a random, unannounced basis. There is no requirement that this testing be conducted in immediate time proximity to performing safety-sensitive functions.

**5. Return to Duty Testing**

**a. Alcohol**

If an employee has violated the prohibited conduct listed in Section I (A) of this Order, the employee shall not return to perform safety-sensitive duties unless the employee has completed a successful return to duty alcohol test.

**b. Illegal Drugs**

If an employee has violated the prohibited conduct listed in Section I (C) of this Order, the employee shall not return to perform safety-sensitive duties unless the employee has been cleared by a Substance Abuse Professional and has completed a successful return to duty drug test.

**6. Follow-Up Testing**

**a. Alcohol**

- i. The number and frequency of the follow-up alcohol tests shall be directed by the Substance Abuse Professional and shall consist of at least six (6) tests in the first twelve (12) months following the employee's return to work.
- ii. Follow-up testing shall be unannounced and shall be conducted just before, during or just after the employee performed safety-sensitive functions.

**b. Illegal Drugs**

- i. The number and frequency of the follow-up drug tests shall be directed by the Substance Abuse Professional and shall consist of at least six (6) tests in the first (12) twelve months following the employee's return to work.
- ii. Follow-up testing shall be unannounced. There is no requirement that this testing be conducted in immediate time proximity to performing safety-sensitive functions.

**H. Members of the Classified Service of the Police and Fire Departments and Deputy Sheriffs Testing**

For those employees who are members of the Classified Service of the Police and Fire Departments or Deputy Sheriffs, the City may implement drug testing pursuant to their respective department procedures, as may be amended from time to time in addition to the testing described in Sections II (A), II (B), II (C), II (D), II (E), II (F), and II (G) of this Order.

**III. EXECUTIVE ORDER 94 TRAINING**

**A. All City Employees**

All new City employees should be trained on this Order during their first year of employment. Training, at a minimum, should include study of the Order and instruction on the recognition of drug and alcohol impairment and use. Additionally, a copy of this Order should be given to each employee with each employee acknowledging, in writing, receipt of the policy and the training.

**B. All Employees With Supervisory Duties**

1. All employees with supervisory duties should be trained on this Order during the first six months following their promotion. This training, at a minimum, should include study of the Order, instruction on the recognition of drug and alcohol impairment and use, the proper documentation of the supervisor's reasonable suspicion, and the supervisor's responsibility for escorting employees to the testing sites and through the testing process.
2. Supervisors shall ensure that all drug and alcohol tests are accomplished immediately after the justification for testing is established. Timeliness for testing is outlined in this Order and its Addendum. Further, once a supervisor has reasonable suspicion that an employee appears to be under the influence of alcohol or drugs, the agency cannot condone the employee's driving of a motor vehicle. If the employee drives off in his/her own or a City vehicle, the Police Department must be notified immediately. Supervisors whom elicit the use of another individual to escort an employee to testing or evaluation sites shall educate the individual on the duties of the escort as provided herein prior to allowing that individual to escort the employee.

3. Supervisors are subject to discipline for failing to fulfill the responsibilities set forth for supervisors in this Order. However, although a supervisor's failure to fulfill his/her responsibility may result in disciplinary action being taken against the supervisor, up to and including dismissal, such failure does not, in any way, excuse the employee's violation of this Order or negate the agency's disciplinary action against the employee.

**CAUTION:** No physical force may be used against an employee to enforce any order under this policy. The employee must be advised that noncompliance with a supervisor's order will be viewed as refusal to obey the order of a supervisor and subject to discipline, up to and including dismissal.

**CAUTION:** Supervisors are to restrict communications concerning possible violations of this policy to those persons who are participating in the evaluation, investigation or disciplinary action and who have a "need to know" about the details of the drug/alcohol evaluation, investigation and disciplinary action. This restriction includes not mentioning the names of employees who are suspected of, or disciplined for, violating this policy.

#### IV. DISCIPLINARY ACTIONS

- A. If it is determined after the appropriate predisciplinary meeting that any of the following situations apply; the employee shall be dismissed even for the first offense for the following conduct.
  1. Members of the Classified Service of the Police and Fire Departments or Deputy Sheriffs that violate their respective departments' prohibitions regarding illegal use of controlled substances;
  2. Safety-sensitive members of the Department of Aviation that violate their department's prohibitions regarding alcohol or drug use;
  3. The employee has endangered the lives of others, or foresee ably could have endangered the lives of others;
  4. The employee refuses to submit to any testing under this Order including, but not limited to, pre-placement, reasonable suspicion, random, post-accident, return to duty, follow-up or unannounced testing;
  5. The employee uses, or attempts to use, a masking agent to alter the sample and/or drug and/or alcohol test results;
  6. The employee's disciplinary history compels dismissal as a matter of progressive discipline;
  7. The employee has refused to enter into a Stipulation and Agreement;
  8. The employee has violated the Stipulation and Agreement;

9. The employee violates Executive Order 94 for the second time in the employee's career with the City and County of Denver and/or its agencies.

B. A first time violation of this policy, which does not result in a dismissal pursuant to Section IV (A) of this Order shall result in a lesser disciplinary action in conjunction with a Stipulation and Agreement for treatment.

1. Employee Assistance Counselors of the Mayor's Office of Employee Assistance, or such other substance abuse professional(s) as may be designated, shall conduct an assessment of the employee and create a treatment plan.

2. Each such agreement shall be in writing and approved by the City Attorney's Office. The City shall offer no employee more than one such agreement during his or her employment with the City.

3. Employees who participate in a supervisor-approved inpatient treatment plan shall be allowed to take one (1) day per month sick leave or vacation leave, or allowed to work one (1) day per month but not in safety-sensitive positions, to assure continued health coverage.

## V. MISCELLANEOUS PROVISIONS

### A. Driver's License

It is the responsibility of employees required to drive as part of their assigned duties or job specifications to report to their appointing authority any loss of a driver's license or the restriction of driving privileges, no later than the beginning of the employee's next scheduled shift. Every employee who is required to drive, as part of their assigned duties or job specifications, shall certify that they have a current valid driver's license in accordance with Executive Order 25 as may be amended from time to time.

### B. Searches

1. Before any search is conducted, supervisors shall contact the City Attorney's Office for guidance.

2. Management has the right to search City-owned property, e.g., a desk, storage cabinet or City vehicle, when the search is necessary for a non-investigatory work-related purpose such as retrieving a needed file. Additionally, management may search City-owned property, e.g., a desk, file cabinet, locker, or City vehicle, when predicated by reasonable suspicion that evidence of misconduct will be found. Finally, management may search an employee's personal property, e.g., their personal vehicle parked on City property, lunch boxes, briefcases, purses, tool kits, and backpacks, upon consent of the employee.

3. Clearly posted notices explaining the City's right to carry out search activities should be displayed in appropriate locations throughout the work area. The posted notices should contain the language listed above in paragraph V (B) (2) of this Order. Any deviation from this language must be approved by the City Attorney's Office prior to posting.

C. Contracts

1. This Executive Order is applicable to contract personnel. Violation of these provisions or refusal to cooperate with implementation of the policy can result in the City's barring contract personnel from City facilities or from participating in City operations.
2. All City contracts shall inform contractors doing work for the City about this Executive Order.

D. Mayor's Office of Employee Assistance and Department of Safety Psychologists

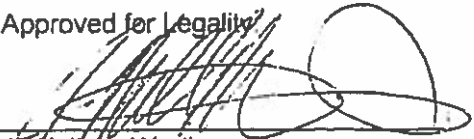
The City maintains the Mayor's Office of Employee Assistance (MOEA) and provides Department of Safety psychologists who offer help to employees who suffer from alcohol or drug use or other personal or emotional issues. It is the responsibility of each employee to seek help from the MOEA, Department of Safety psychologist or other appropriate health care professionals before alcohol and drug use leads to disciplinary actions.

E. Memorandum to this Order


The City Attorney shall have the authority to amend definitions and drug testing cut-off levels contained in the Order's Memorandum, from time to time, consistent with Colorado statutes and the DOT regulations, without obtaining signatures of the Mayor or City Council. For purposes of this Executive Order, all references to Agency head, Department head or appointing authority will also include the designee of the Agency head, Department head or appointing authority.

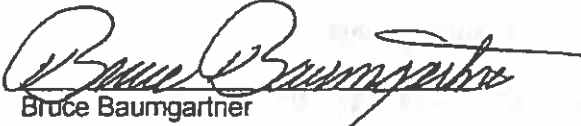


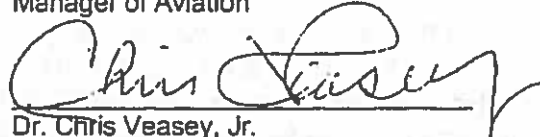
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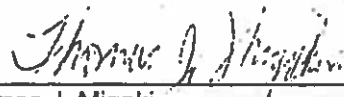
  
J. Wallace Wortham, Jr.  
City Attorney

Approved:

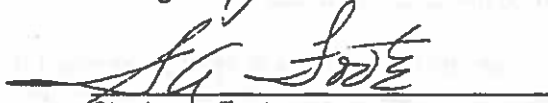
  
Wellington E. Webb  
MAYOR

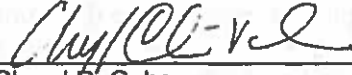
  
Bruce Baumgartner  
Manager of Aviation

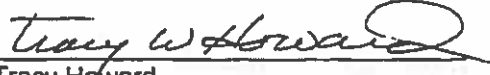
  
Dr. Chris Veasey, Jr.  
Manager of Environmental Health

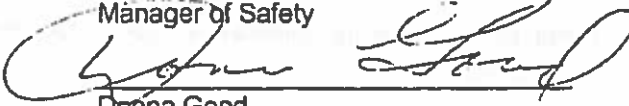
  
Thomas J. Migaki  
Manager of General Services

  
James Mejia  
Manager of Parks & Recreation

  
Stephanie Foote  
Manager of Public Works

  
Cheryl D. Cohen  
Manager of Revenue

  
Tracy Howard  
Manager of Safety

  
Donna Good  
Manager of Human Services

**MEMORANDUM NO. 94A**

**TO:** All Agencies Under the Mayor  
**FROM:** John W. Hickenlooper  
Mayor  
**DATE:** August 26, 2004  
**SUBJECT:** STATUTORY PROVISIONS

This memorandum to Executive Order 94 was originally referred to as an addendum, effective April 10, 1989, amended April 13, 1999, January 10, 2000, March 1, 2000, March 15, 2001 and is hereby continued in effect as amended and retitled as a memorandum this August 26, 2004. This Memorandum shall be attached to and become a part of Executive Order 94, dated, October 29, 2002, subject "City and County of Denver Employees' Alcohol and Drug Policy."

**I. ALCOHOL PROVISIONS**

- A. Under the Colorado statutes, as may be amended from time to time, "impaired by alcohol" is defined as having 0.05 grams of alcohol (per two hundred ten liters of breath or per one hundred milliliters of blood), but less than 0.08 grams of alcohol. Under the "influence of alcohol" is defined as having 0.08 or more grams of alcohol (per two hundred ten liters of breath or per one hundred milliliters of blood).
- B. Under the DOT regulations, as may be amended from time to time, "under the influence of alcohol" is defined as having 0.04 percent alcohol concentration, or more; as prescribed by state law; or in the event of refusal to undergo such testing as is required by the state or jurisdiction.

DOT regulations, as may be amended from time to time, state that post-accident alcohol testing should be administered within two (2) hours following the accident, but must be administered within eight (8) hours following the accident. *These DOT time frames shall also apply to testing under this Executive Order unless otherwise specified within this Order.*

**II. ILLEGAL DRUG PROVISIONS**

- A. Illegal drugs, including controlled substances, are defined in Colorado Revised Statutes §12-22-303.

- B. "Subject to the effects of an illegal drug" is to be determined consistent with the confirmation test levels established by the DOT regulations, as may be amended from time to time:

Marijuana metabolites	-----	15 ng
Cocaine metabolite	-----	150 ng
Opiates:		
Morphine	-----	2,000 ng
Codeine	-----	2,000 ng
Phencyclidine	-----	25 ng
Amphetamines:		
Amphetamine	-----	500 ng
Methamphetamine	-----	500 ng

Drug testing shall be administered no later than thirty-two (32) hours after the accident. *These DOT time frames shall also apply to testing under this Executive Order unless otherwise specified within this Order.*

**EXECUTIVE ORDER NO. 112**

**TO:** All Departments and Agencies Under the Mayor

**FROM:** John W. Hickenlooper, Mayor

**DATE:** October 30, 2006

**SUBJECT:** Violence in the City Workplace

**Purpose:** This Executive Order establishes the policy and procedures to be followed by departments and agencies regarding violence involving employees of the City and County of Denver. The purpose of this Executive Order is to reduce the risk of all forms of violence that impact the workplace. Former Executive Order 112, "Violence in the Workplace," dated February 07, 1995, is hereby cancelled and superseded by this Executive Order No. 112, Violence in the City Workplace, dated, October 30, 2006.

- 1.0 **Applicable Authority:** The applicable authority relevant to the provisions and requirements of this Executive Order No. 112, are found in Section 2.2.10 (A) & (C) of the Charter of the City and County of Denver, 2002 revised.
- 2.0 **Policy:** Violence has no place in any of the City and County of Denver's work locations or at any City-sponsored event, and is strictly prohibited. Moreover, violence committed by employees of the City and County of Denver, whether on-duty or off-duty, reflects poorly on the City and County of Denver and is strictly prohibited. A common form of violence is domestic or family violence, which also is strictly prohibited when the City's employees are the perpetrators of such violence.

**Domestic and Family Violence:** The City shall endeavor to prevent and reduce the effects of domestic and family violence in the workplace. There are at least three ways domestic and family violence can impact the workplace: (1) A perpetrator of domestic or family violence is employed by the City; (2) A victim of domestic or family violence is employed by the City; (3) an act of domestic or family violence occurs in a City work location or at a City-sponsored event. The City is committed to providing support to victims of domestic and family violence as appropriate, and not tolerating perpetrators of domestic and family violence.

Bringing any kind of weapon to a City work location or a City-sponsored event is strictly prohibited, unless an employee is required to carry a weapon as part of his or her City position. This prohibition includes the possession of weapons in violation of federal, state, or local law.

City employees who perpetrate violence, whether on-duty or off-duty, or who bring a weapon to a City work location or a City-sponsored event, or otherwise violate this Executive Order may be subject to disciplinary action, up to and

including dismissal, and possible criminal action. Failure of a managerial or supervisory employee to enforce this Executive Order may result in disciplinary action against the manager or supervisor, up to and including dismissal.

City employees who violate a valid court order issued by a court of any record within the United States of America that prohibits conduct, limits physical movement, or regulates child custody, or otherwise violate this Executive Order and may be subject to disciplinary action, up to and including dismissal, and possible criminal action.

3.0 **Definitions:**

Violence is defined, but not limited to:

- (a) the actual or attempted: physical assault, beating, improper touching, striking, shoving, kicking, grabbing, stabbing, shooting, punching, pushing, rape, use of a deadly weapon; or
- (b) the actual or attempted: threatening behavior, verbal abuse, intimidation, harassment, obscene telephone calls or communications through a computer system, swearing at or shouting at, stalking.

Other prohibited acts include:

- (a) any violation of a valid court order issued by any court of record within the United States of America, which restrains and prohibits any person from communicating with or contacting in any manner, threatening, beating, striking, or assaulting any other person, or;
- (b) any violation of a valid court order issued by any court of record within the United States of America, which requires a person to leave certain premises, or prohibit from entering or remaining on such premises or any specified area; or
- (c) any violation of a valid court order issued by any court of record within the United States of America, which regulates child custody,
- (d) for an employee to be found in violation of this Executive Order, the agency must possess information that such person has been personally served with any such order or otherwise acquired from the court actual knowledge of the contents of any such order.

**Domestic violence** is defined as an act or threatened act of violence upon a person with whom the actor is or has been involved in an intimate relationship, meaning

a relationship between spouses, former spouses, past or present unmarried couples, same-sex couples, persons who dated or formerly dated or persons who are both the parents of the same child regardless of whether the persons have been married or have lived together at any time.

**Family violence** is defined as an act or threatened act of violence upon a person with whom the actor is or has been related to by blood or marriage, including but not limited to the actor's parents, grandparents, siblings, in-laws, children, and grandchildren.

**Weapon** is defined as including a device, instrument, material or substance used for, or can cause death or bodily injury, or damage to property. Weapons include, but are not limited to: an explosive or an explosive weapon, a device principally designed, made or adapted for delivering or shooting an explosive weapon, a machine gun, a rifle or shotgun, a handgun, a firearm silencer, a switchblade knife or any other type of knife, or brass knuckles, or any other implement for infliction of bodily injury, damage to property, or death which has no common lawful purpose. Pocket knives or knives used solely for eating, food preparation or food distribution, are not considered "weapons" for purposes of these Guidelines unless used to inflict bodily injury or damage to property.

**4.0 Management/supervisory responsibilities:**

In addition to ensuring that their employees are properly trained on the provisions within this Executive Order, every manager and supervisor is responsible for the following upon notice from the employee or upon becoming aware that an act of violence or violation of this Executive Order is about to occur:

- (a) Contacting law enforcement in an emergency situation (including 9-911, as appropriate);
- (b) Contacting the City's workplace violence coordinator (currently the Director of the Mayor's Office of Employee Assistance); the coordinator shall serve as a resource and advisor for such incidents;
- (c) Taking reasonable steps to ensure, to the extent possible, the safety of any employee or member of the public who has been threatened or harmed;
- (d) Ensuring a prompt and adequate response to any incident of violence that impacts the workplace, including an appropriate investigation;
- (e) Sharing information about an incident on only a need-to-know basis;
- (f) Allowing employees to take up to three days of leave, paid or unpaid, to address issues arising from violence suffered by an employee. If the employee has sufficient vacation or sick leave available, the employee

may elect to use either leave to cover the absence. If no leave is available to the employee, the agency shall authorize leave without pay pursuant to Career Service Rule 11-80 et.seq;

- (g) Treating alleged victims, including victims of domestic or family violence, with respect and providing support as appropriate;
- (h) Treating alleged perpetrators fairly; and
- (i) For following any internal agency procedures enacted to address workplace violence issues. If no internal agency procedures exist, managers are required to notify upper-level supervisors if acts of workplace violence occur.

5.0 **Employee responsibilities:**

Every employee is responsible for the following upon notice or upon becoming aware that an act of violence or violation of this Executive Order is about to occur:

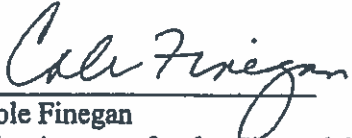
- (a) Contacting law enforcement in an emergency situation (including 9-911, as appropriate);
- (b) Immediately reporting to their supervisor or the agency's violence contact person or the Employee Relations Unit of Career Service Authority any violence or threat of violence or unauthorized possession of a weapon or any other violation of this Executive Order;
- (c) Cooperating in any investigation of a violation of this Executive Order;
- (d) Respecting the privacy of co-workers and others involved in a violence incident; and
- (e) Reporting to his or her immediate supervisor immediately if the employee is charged with a crime or is the subject of a restraining order or has been charged with a crime within the past year or otherwise has any pending criminal charges against him or her.

6.0 **Disciplinary Action:** Any violation of this policy by employees, including a first offense, may result in disciplinary action, up to and including dismissal. Willful failure of a supervising employee to enforce this policy may result in disciplinary action against the supervisor, up to and including dismissal. Any deliberate, unwarranted allegations of a violation of this policy may be viewed as an attempt to disrupt city operations and may result in disciplinary action.

- 7.0 **Limitation on Liability:** The provisions contained in this Executive Order do not create or constitute any contractual rights between or among the City and County of Denver, its employees and any third party. This Executive Order is intended to set forth the policy of the City and County of Denver, without creating additional liability against the City.
- 8.0 **Memorandum Attachments:** The procedure(s) for implementing this Executive Order shall be defined by Memorandum Attachments to the Executive Order, which shall become a part of the Executive Order. Further, the City Attorney's Office is responsible for the content of this Executive Order and shall have the authority to issue policy and procedure Memorandum Attachments relative to this Executive Order.



Approved for Legality:

  
\_\_\_\_\_  
Cole Finegan  
City Attorney for the City and County  
of Denver

Approved:

  
\_\_\_\_\_  
John W. Hickenlooper  
Mayor

  
\_\_\_\_\_  
Turner West  
Manager of Aviation

  
\_\_\_\_\_  
Nancy Severson  
Manager of Environmental Health

  
\_\_\_\_\_  
Luis A. Colón  
Manager of General Services

  
\_\_\_\_\_  
Kim Bailey  
Manager of Parks & Recreation

  
\_\_\_\_\_  
"Guillermo" Bill Vidal  
Manager of Public Works

  
\_\_\_\_\_  
David Hart  
Acting Manager of Revenue

  
\_\_\_\_\_  
Alvin J. LaCabe, Jr.  
Manager of Safety

  
\_\_\_\_\_  
Roxane White  
Manager of Human Services

  
\_\_\_\_\_  
Peter Park  
Director of Planning & Development

**MEMORANDUM NO. 112A**

**TO: All Departments and Agencies Under the Mayor**

**FROM: John W. Hickenlooper, Mayor**

**DATE: October 30, 2006**

**SUBJECT: Examples of unacceptable behavior that is prohibited by the Executive Order:**

This Memorandum shall be attached to and become a part of Executive Order No. 112 dated, October 30, 2006 subject "Violence in the City Workplace."

- 1.0 The following conduct will not be tolerated (this is not an exhaustive list but rather it provides some examples of unacceptable behavior):
- a. Intimidating, threatening or hostile behaviors, physical assault, vandalism, arson, sabotage, unauthorized use of weapons, bringing weapons onto City property (unless authorized as part of one's job, *e.g.*, a police officer or deputy sheriff) or other acts of this type which are clearly inappropriate to the workplace or acts of this type committed off-duty or outside of the workplace by a City employee, which reflect poorly on the City.
  - b. Jokes or comments regarding violent acts, which are perceived to be a threat of harm.
  - c. Encouraging others to engage in the negative behaviors prohibited by this policy.
  - d. Employee or contract employee acting out while on the job in any abusive manner towards another person including with whom there is an "intimate relationship" as defined above, or is a family member, whether or not the victim is employed by the city.
  - e. Use of any city property (*i.e.* phone, computer, agency letterhead, etc.) at any time to harass, threaten, disturb, or abuse someone including with whom there is an "intimate relationship" as defined above, who is a family member.
  - f. Any employee or contract employee intimidating, threatening, assaulting, harassing, disturbing, or abusing any other employee including with whom there is an "intimate relationship" as defined above, who is a family member.

- g. Any retaliation against a person who initiates a complaint or an inquiry about behaviors that is in violation of this policy.
- h. Any act of domestic violence or family violence that result in a criminal charge or conviction of federal, state, or local law.

**MEMORANDUM NO. 112B**

**TO: All Departments and Agencies Under the Mayor**

**FROM: John W. Hickenlooper, Mayor**

**DATE: October 30, 2006**

**SUBJECT: Agency Responsibilities Under the Executive Order:**

This Memorandum shall be attached to and become a part of Executive Order No. 112 dated, October 30, 2006 subject "Violence in the City Workplace."

Purpose The impact on the work environment can occur in numerous ways. For example, if the employee is a perpetrator of domestic or family violence s/he may use work time on the job to harass or stalk the victim. This employee may also require work coverage due to court appearances or incarceration. If the employee is a victim of domestic or family violence the employee may be harassed at work through unwanted telephone calls and/or visits from the perpetrator. Extensive absenteeism (from abuse or court appearances) and/or tardiness (abusers will often make victims late for work as a part of his/her control) can also occur. The abuser may call and harass co-workers or the victim's supervisor, in an attempt to locate the victim or have the victim terminated. If both the victim and abuser work for the City, the perpetrator may have easier access to the victim and use that ability to harass, abuse, embarrass, and/or retaliate against the victim.

**1.0 Violence In The Workplace Incident Coordination – Emergency Situation:**

Every manager and supervisor is responsible for the following upon notice from the employee or upon becoming aware that an act of violence or violation of this Executive Order is about to occur. The following steps should also be taken by employees whom the violence/abuse is directed if they are safely able to do so.

- a) Call 9-1-1 if there is an immediate emergency. Do not try to physically intervene. Do make every attempt to remove yourself from the dangerous area.
- b) Notify a supervisor/office manager if that person is not aware of the situation.
- c) Notify building security and follow any necessary safety measures.
- d) Inform any personnel of the situation who may be in direct or indirect danger.

- e) Unless the victim refuses or the perpetrator has been arrested, have the police or security escort the victim to him/her vehicle when s/he leaves work.
- f) Allow the victim and/or any personnel who may be in danger to leave their work area if there is pending danger.

**2.0 Management Responsibility – When Violence is Reported or Suspected in a Non-Emergency Situation:**

If an employee discloses to a supervisor s/he is in an abusive relationship or upon the supervisor becoming aware that an act of violence or violation of this Executive Order is about to occur, the supervisor should take the following steps:

- a) Inquire if the employee is in any perceived danger or in fear of any sort of retaliation by the abuser.
- b) Inquire how the agency can help.
- c) Consider whether a protection order should be obtained by the agency. Contact City Attorney's Litigation Section for assistance pursuant to C.R.S. §13-14-102.
- d) Refer the employee to the Mayor's Office of Employee Assistance for appropriate referrals, safety planning, counseling, and support services. After the employee has met with the Mayor's Office of Employee Assistance, the supervisor should review the safety plan and institute any necessary and appropriate changes that are practicable within the workplace.
- e) Assure confidentiality unless there is concern about the welfare and safety of others, or unless the agency is legally required to disclose the information. Contact the City Attorney's Litigation Section Enforcement Section for assistance.
- f) Offer flexibility in the employees work schedule, change in telephone extension (unless it is the agency's main phone line), and/or screening of phone calls, and if possible a change in work station location.
- g) Notify security if the perpetrator is harassing the victim while at work or causing problems for the agency. If possible provide a picture of the perpetrator to security or local law enforcement notifying them of the current situation. Be sure to also provide security or local law enforcement with copies of any protective orders.

- h) Honor all protective orders issued by a court. If the perpetrator violates the victim's protective order encourage the victim to call the police, or if the victim wishes to maintain confidentiality, allow him/her to go to another location to report the violation. If the perpetrator violates the agency's protective order notify the police immediately.
- i) If the victim is in need of time off to take care of issues that may arise due to the abusive situation, and has accrued leave, all accommodations should be made to allow the victim additional time off. By law the supervisor is required in some cases to authorize up to three days leave if the employee has no accrued leave (C.R.S. §24-34-402.7). If no leave is available to the employee, the agency shall authorize leave without pay pursuant to Career Service Rule 11-80 et.seq. The law also prohibits an employer from penalizing certain employees who are in a domestic violence situation from taking up to three days leave, paid or unpaid, to get a restraining order, obtain medical care or counseling, locate safe housing, or prepare for or attend legal proceedings. In addition, the City feels that it is appropriate to adjust an employee's work schedule and be flexible with providing paid and unpaid leave beyond the three days, so that the victim can obtain necessary medical care, counseling, or legal assistance.
- j) Never require that the employee take particular steps to stop the abuse.
- k) Continue to check in with the employee and ask that s/he continue to keep you informed.
- l) Document what actions were taken by the agency.

**3.0 If a supervisor suspects an employee is being abused, the following steps should be taken:**

- a) Do not ignore the situation.
- b) Ask direct questions in a nonjudgmental way. Inquire if someone is hurting him/her, or if bruising has been noticeable, inquire how the injury was sustained. Be sure to express concern and support for the person. Call the Mayor's Office of Employee Assistance to determine the appropriate questions to ask.
- c) Do not force the employee to disclose the abuse as privacy rights need to be respected.
- d) Document your concerns and what actions were taken.

- e) If the employee confides that they are in an abusive relationship the supervisor should follow the guidelines set forth in Section 2.0 of this Memorandum.

**4.0 If an Employee is the Perpetrator of Abuse:**

Employees who become aware of behaviors by other employees that could reasonably lead to serious bodily injury are required to report such conduct to their supervisor or department manager, including any criminal activity outside of work hours. When a supervisor is aware of any policy violations, the following should be done:

- a) Impose discipline for any violations of the Executive Order, the Career Service Rules, or other City or agency policies, up to and including dismissal.
- b) Investigatory leave should also be considered when a violation of this Executive Order occurs. Contact the City Attorney's Office Litigation Section for advice on appropriate disciplinary steps.
- c) If an employee is arrested on criminal charges that include domestic violence or family violence for an incident that occurred outside of work time, the employee should notify his/her supervisor. The supervisor should then place the employee on notice to keep the agency informed of the outcome of his/her case. If the employee is charged or convicted of the crime, disciplinary action should be considered, and taken, if appropriate.
- d) If counseling is required as a part of any disciplinary actions, the treatment provider must be state approved to provide domestic violence counseling. Office of Employee Assistance can provide the appropriate referral.
- e) Always maintain that there is no excuse for violence.
- f) Document all disciplinary actions taken.

**MEMORANDUM NO. 112C**

**TO: All Departments and Agencies Under the Mayor**

**FROM: John W. Hickenlooper, Mayor**

**DATE: October 30, 2006**

**SUBJECT: Employee Responsibilities Under the Executive Order:**

This Memorandum shall be attached to and become a part of Executive Order No. 112 dated, October 30, 2006 subject "Violence in the City Workplace."

**Employee Responsibility**

If employees disclose that they are in an abusive situation:

- a) Suggest that they speak to their supervisor or Office of Employee Assistance.
- b) If the employee relays any information to another individual that the perpetrator may try to harm the victim at work or harm any other employees or the public, the co-worker must report this to their supervisor.
- c) Employees who are a victim of domestic violence and are subjected to any of the behaviors listed in this policy should report the incident to their supervisor, or the agency personnel officer. Support services will be provided and appropriate accommodations will be made when practicable.



## **Executive Order No. 146**

**TO: All Departments and Agencies Under the Mayor**

**FROM: Michael B. Hancock, Mayor**

**DATE: June 1, 2020**

**SUBJECT: Mayor's Office of Social Equity and Innovation**

**PURPOSE:** This Executive Order creates the Mayor's Office of Social Equity and Innovation (the "SEI Office") and establishes it to develop and implement the policies, programs, regulations, and initiatives of the City and County of Denver ("City") related to social equity and race and social justice. The SEI Office shall lead efforts to eliminate social inequity and race and social injustices by evaluating institutional and structural government systems, policies, and practices. The SEI Office shall lead efforts to promote social equity, fairness, and justice in systems and public policy that intersect with housing, business contracting for small, minority and women owned businesses, transportation, growth, development and sustainability, criminal justice, arts and culture, and education.

- 1.0 **Applicable Authority:** The applicable authority relevant to the provisions and requirements of This Executive Order No. 146, are found in Sections 2.2.1, 2.2.6, 2.2.8 and 2.2.10 of the Charter of the City and County of Denver, (Charter").
- 2.0 **Mission:** The SEI Office will oversee the City's commitment to social equity and race and social justice. The SEI Office's focus is to increase social equity and to minimize institutional, structural, and systemic racism in City government.
- 3.0 **Functional Cooperation with DEDO, DSBO, Technology Services, HRCP:** An additional function of the SEI Office is to cooperate with the Denver Economic Development and Opportunity, Division of Small Business Opportunities, Technology Services and the Agency for Human Rights and Community Partnerships in matters related to social equity policy and oversight.
- 4.0 **Chief Equity Officer:** The SEI Office shall be headed by a Chief Equity Officer appointed by and serving at the pleasure of the Mayor pursuant to the Mayor's authority under the Charter Section 9.1.1 (E)(iv).
- 5.0 **Responsibilities:** The SEI Office shall have oversight on matters of strategic planning, data collection and analysis, investment, content development, learning facilitation, community and stakeholder engagement, and policy development and implementation, all related to social equity, and race and social justice. The SEI Office shall direct and coordinate city and external stakeholders on matters concerning social equity and race and social justice by:
  - 5.1 **Developing, managing and updating a strategic plan for the SEI Office along the social equity, and race and social justice continuum, in coordination and alignment with partner and stakeholder strategic plans;**

- 5.2 Engaging with stakeholders including department and program leaders, employees, thought leaders, community members, subject matter experts, universities, and interested parties to define solutions to eradicate policies, or practices that undermine social equity, and race and social justice;
  - 5.3 Collecting, review and analyzing data to measure the strength of progress of stated goals concerning social equity, and race and social justice;
  - 5.4 Communicating efforts to neighborhoods, the public, media outlets, and all other interested stakeholders;
  - 5.5 Providing City agencies with equity tools and resources necessary to support the delivery of social equity, and race and social justice; and
  - 5.6 Aiding and assisting with the operationalization of social equity, and race and social justice initiatives.
- 6.0 City-wide priority: Mayoral appointees shall affirm their commitment to prioritize social equity and race and social justice by (1) signing a city-wide equity commitment; (2) developing a department and agency equity plan; (3) engaging in city-wide equity scans administered by the SEI Office; (4) participating in learning and development sessions concerning social equity, and race and social justice and by (5) ensuring support for city-wide equity teams.
- 6.1 Citywide Equity Scan: Each department and agency shall participate in city-wide equity scans to be administered by the SEI Office on a calendar basis determined by the SEI office.
  - 6.2 Equity Leadership Teams: Equity leadership teams shall include the Equity Leadership Team (“ELT”), the Equity Core Council (“ECC”), and Equity, Diversity and Inclusion (“EDI”) teams.
    - 6.2.1 The ELT includes the Office of the Mayor, each member of the SEI office, its learning and development specialists, and a Mayoral designated representative, at the discretion of the SEI Office. The ELT shall establish and implement a social equity work plan, framework, and evaluation system to monitor the city’s progress towards goals to eliminate inequity and race and social injustices in institutional and structural government systems, policies, and practices.
    - 6.2.2 The ECC is convened by the Chief Equity Officer and shall be comprised of representatives from city agencies and departments who are tasked to

collaborate with the ELT to inform equity strategies that will help city employees create equitable systems.

- 6.2.3 EDI teams shall be comprised of representatives from city agencies and departments who are selected by respective Executive Directors. EDI teams shall connect employees in the day-to-day work necessary to make the City and County of Denver a place where equity, diversity and inclusion are essential components in the way employees work together and engage and support the community.
- 6.3 Equity Plans: Each city department and agency shall develop an Equity Plan and include goals and strategies to eliminate inequity and race and social injustices in institutional and structural government systems, policies, and practices. The SEI Office shall provide requisite templates and tools that serve to aid in the development of Equity Plans.
- 6.4 Equity Implementation Tools: The SEI Office will produce and provide equity implementation tools and resources to aid departments in operationalizing and achieving goals concerning social equity, and race and social justice.
- 6.5 Equity Dashboard: The SEI Office shall maintain an Equity Dashboard, a reporting and accountability tool that will provide a visual representation of key performance indicators (KPIs) concerning the City's efforts towards social equity, and race and social justice. KPIs shall be measured against goals associated with a city-wide strategic equity plan. The Equity Dashboard will be used to track ongoing progress.
- 7.0 Ethical use of data and research: The SEI Office will assess the fair and ethical use of research and data use to prevent problematic data actions and bias.
- 8.0 Oversight: The SEI Office will be overseen by the Mayor's Chief of Staff or the Mayor's designated representative.
- 9.0 Duration: The Mayor's Office of Social Equity and Innovation will continue until the rescission of this Executive Order.
- 10.0 Cooperation: All City departments and agencies under the Mayor shall cooperate with the SEI Office in accomplishing the goals and responsibilities outlined in this Executive Order.
- 11.0 Memorandum Attachments: The procedures for implementing this Executive Order may be defined by Memorandum Attachments to the Executive Order, which shall become part of the Executive Order.

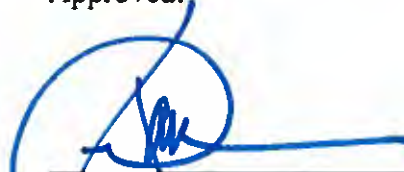
Executive Order No. 146

Approved for Legality:



Kristin M. Bronson  
Attorney for the City and County

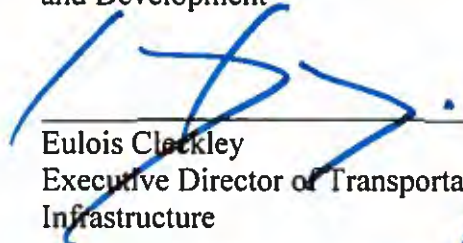
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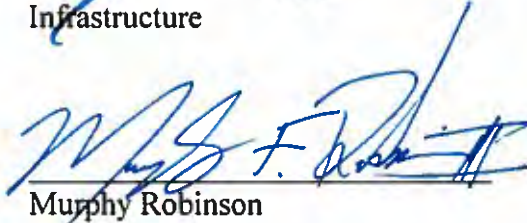
Michael B. Hancock  
Mayor



Laura E. Aldrete  
Executive Director of Community Planning  
and Development



Eulois Cletkley  
Executive Director of Transportation and  
Infrastructure



Murphy Robinson  
Executive Director of Safety



Kim Day  
Executive Director of Aviation



Brendan J. Hanlon  
Chief Financial Officer



Allegra "Happy" Haynes  
Executive Director of Parks & Recreation



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Don Mares  
Executive Director of Human Services



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Robert M. McDonald  
Executive Director of Public Health and  
Environment



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Brandon Gainey  
Interim Executive Director of General  
Services

## **MAYOR'S OFFICE DISCRIMINATION, HARASSMENT AND RETALIATION POLICY<sup>1</sup>**

The Mayor's Office is committed to maintaining a work environment free of discrimination, harassment and retaliation. Behavior may violate this policy even if it would not constitute a violation of federal, state and/or local law. This policy applies to all City employees as well as the Mayor, the Mayor's staff, and Mayoral appointees. For purposes of this policy, "Mayoral appointees" are those persons appointed by the Mayor who hold full-time paid positions with the City and County of Denver.

### A. Protected Characteristics

All City employees, as well as Mayoral staff and appointees, have the right to work in an environment free of discrimination and harassment based on their race, color, religion, creed, national origin/ancestry, sex, sexual orientation, transgender status, gender identity and expression, disability, genetic information, military status, age, marital status, political affiliation, pregnancy or related condition, or any other status protected under federal, state and/or local law. These characteristics are referred to as "Protected Characteristics."

### B. Discrimination

Discrimination occurs when an employee or appointee experiences an adverse employment action based on one or more Protected Characteristics of the employee or appointee. Adverse employment actions include, but are not limited to, termination, suspension, involuntary demotion, and failure to promote.

### C. Harassment

Harassment based on one or more Protected Characteristics of an employee or appointee is a form of prohibited discrimination. There are two types of harassment:

1. Hostile Work Environment: This type of harassment exists when an employee or appointee is subjected to unwelcome and offensive conduct by someone with whom the employee or appointee interacts at work, at work-related functions, and/or when representing the City, when such conduct is based on a Protected Characteristic and is sufficiently severe or pervasive as to create an intimidating, hostile, or offensive work atmosphere. In order to constitute a hostile work environment, the conduct must meet all four of the following criteria:
  - based on one or more Protected Characteristics; and
  - subjectively offensive to the employee or appointee; and
  - objectively offensive to a reasonable person; and
  - severe or pervasive.

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<sup>1</sup> This policy supersedes the Mayoral Staff/Appointee Sexual Harassment Policy adopted in 2015.

Offensive conduct may be verbal, visual, or physical in nature, and may include derogatory comments, mocking, imitating, slurs, jokes, photographs, posters, cartoon drawings, social media content, gestures, unwanted touching and blocking normal movement, among other forms of conduct.

2. Quid Pro Quo (“This for that”): This type of harassment exists when a supervisor takes or threatens to take an adverse employment action or withholds or threatens to withhold an employment benefit based upon a subordinate engaging or refusing to engage in certain behaviors (typically sexual favors). The behavior must be based on, or related to, a Protected Characteristic.

### **Reporting Discrimination and Harassment**

An employee or appointee who experiences or witnesses discrimination or harassment by a career service employee or non-City employee/third party with whom the employee or appointee comes into contact as part of his or her job, is urged to promptly follow the steps outlined in Career Service Rule 16.

An employee or appointee who experiences or witnesses harassment in violation of this policy by an appointee or the Mayor is encouraged to make it clear to that person that such behavior is offensive or uncomfortable and request that it stop. If the behavior does not stop, or if the employee or appointee is not comfortable speaking with the appointee or the Mayor about their behavior, the employee or appointee is urged to promptly report the behavior as follows:

- A. For harassment by Mayoral appointees: An employee or appointee should report such conduct promptly to his or her supervisor, the Deputy Chief of Staff, the Chief of Staff, the Director of Administration, or the Office of Human Resources.
- B. For harassment by the Mayor: An employee or appointee should report such conduct to the Mayor’s Chief of Staff, the City Attorney, or the Executive Director of Human Resources.

An employee or appointee who experiences discrimination by an appointee or the Mayor should follow the procedure for reporting harassment set forth in paragraphs A and B above.

### **Investigation of Discrimination and Harassment**

Complaints against career service employees and non-City employees will be promptly investigated pursuant to Career Service Rule 18.

Complaints against Mayoral appointees will be promptly investigated, as appropriate, by the Office of Human Resources or a third-party investigator retained by the City Attorney’s Office. The City Attorney’s Office will coordinate the investigation. The outcome of the investigation will be communicated to the complaining employee or appointee as soon as practicable.

Complaints against the Mayor will be promptly investigated, as appropriate, by a third-party

investigator retained by the City Attorney's Office. The City Attorney's Office will coordinate the investigation and make recommendations based on the results of the investigation.

**Retaliation is Prohibited**

No employee or appointee will be retaliated against for making a good-faith complaint or for participating in an investigation of an alleged act of discrimination or harassment. However, any employee or appointee making knowingly false accusations may be subject to appropriate disciplinary action. Retaliation should be reported according to the procedures set forth above.

**Effective Date**

This policy takes effect July 30, 2018.



## MAYOR'S OFFICE ANTI-FRATERNIZATION POLICY<sup>1</sup>

The Mayor's Office of the City and County of Denver desires to foster a working environment marked by mutual respect and trust among co-workers. To this end, the Mayor's Office seeks to avoid favoritism and the perception of favoritism, actual or potential conflicts of interest, claims of sexual harassment, and other problems that can result from romantic relationships between co-workers. **As a result, the Mayor's Office discourages, and in some instances prohibits, inter-office dating, romantic relationships and flirtatious behavior in the workplace.** If employees and appointees of the Mayor's Office develop dating and/or romantic relationships with work colleagues, they are strongly cautioned not to let such relationships affect their job performance or the workplace environment in any manner.

To ensure that romantic relationships do not adversely affect the workplace, employees and/or appointees who enter into such relationships must:

- Review the Mayor's Office Discrimination, Harassment and Retaliation Policy;
- Behave professionally and avoid indiscreet behavior at all times in the workplace and while performing the functions of their jobs; and
- Refrain from public displays of affection, flirtation, sexual innuendo, sexually-oriented banter and joking, and suggestive comments, in the workplace and during the course of their job duties. This pertains to all forms of communication including, but not limited to, phone calls, emails, text messages, and social media.

**Prohibited Relationships:** No employee/appointee shall have a romantic relationship with an intern. No employee/appointee shall have a romantic relationship with a co-worker whom he or she directly supervises or whose terms or conditions of employment he or she may influence (examples of terms or conditions of employment include promotion, termination, discipline, and compensation). If a prohibited relationship develops, the Mayor's Office must be notified immediately. This notification will enable the Mayor's Office to consider potential options for resolving the conflict of interest.

Employees and appointees found to be in violation of this policy may be subject to disciplinary action, up to and including termination. Failure to cooperate with the Mayor's Office in resolving a conflict or problem caused by an inter-office romantic relationship may result in disciplinary action, up to and including termination. The Mayor's Office reserves the right to make personnel decisions in the best interests of the Office, including termination, where a conflict of interest or the appearance of a conflict of interest exists by virtue of an inter-office relationship.

Effective Date: This policy takes effect July 30, 2018.

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<sup>1</sup> This policy supersedes the Anti-Fraternization Policy adopted in 2015.

# **Section E**

**8 Functions of Command**

# DFD Incident Command System (ICS)

## Size up – Pre-Arrival Function 1

### Objectives

1. Previous Experiences
2. Visual Information
3. Reported Information
4. Pre-Incident considerations
  - Planning and building familiarity



**Size-Up:** to develop a regular approach to size-up using standard information-management forms that identify the incident's major critical factors.

The information-management phase, known as *size-up*, involves the systematic, rapid and deliberate consideration of all critical incident factors. Size-up begins at the very start of incident operations and helps us develop a rational incident strategy and corresponding action plan.

# 1. Previous Experiences & Lessons Learned

Previous experiences and lessons learned are major incident-management resources and offer a practical way to evaluate where the incident is now and anticipate where it is heading. If we have seen similar conditions in the past and developed an action plan to meet and match those conditions, we can anticipate the outcome of those actions if we were to apply them again (been there, done that).

A major decision-making capability involves quickly accessing the memory files that, over time, get loaded into a responder's brain when they encounter actual incident situations. A seasoned IC will relate past experiences to present conditions in order to evaluate where the incident is and anticipate which way the incident is headed.

Information from past experiences creates a strong tactical foundation of what to do and how to do it. A larger experience "bank" provides more reference and direction. There is no other process that can replace having actually been there when problems and solutions came together. Having the experience to create effective action—even if the first, second and third plans do not work—is very powerful. Going through three IAP revisions creates a memorable experience that you will likely recall when you see those same conditions again.

## 2. Visual Information

Visual observation and inspection are important ways to gain information. They require looking at the situation from the outside, inside and all around. This information "form" requires a critical, perceptive eye. Visual observation is the most common way the IC gathers information during initial and ongoing incident evaluation; it's also the most natural way for action-oriented responders to gather information.

While en route, the IC can observe weather conditions and note the time of day. They can also receive additional information, such as reports of persons trapped, fire extension, hazmat, violence and injured citizens. The IC considers all this information and begins the situation evaluation before arriving on-scene.

As the IC approaches the scene, they can add anything they observe—including their initial visual impression of overall conditions—to the incident-information database. Therefore, how the IC approaches the scene can be very important. A drive-around can reveal a great deal of information such as the layout of the incident area, access/obstruction issues, the extent and severity of the incident problem(s), potential structural failures or rescue situations.

***An important note on visual information as a size-up tool: Whatever the IC sees from the command post trumps what all others see and report (e.g. interior reports of "We're getting it!" when the IC can see a 10-foot fireball coming from the roofline).***

# Use Command Position for Visual Information Management

Conditions, such as the amount of smoke and heat, are utilized in the decision-making process. The goal is to collect all the information needed to solve the problem effectively while keeping firefighters safe.

When an IC is operating in the Strategic command position, they usually have a good view of the incident scene. As the IC assigns units to the different operational positions around the incident scene, they will receive size-up information in the form of progress/recon reports from these different positions. The IC considers these reports along with what they are actually seeing. This collage of visual and recon information paints a picture (size-up) of the incident operation and the associated hazards.



# 3. Reported/Reconnaissance Information

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Information the IC can't gather visually from strategic command-post position is typically acquired from personnel assigned to standard geographic and functional positions. Information can come from D/G supervisor which strengthens command and keeps the IC ahead of the curve. It allows the IC to deal with specific problems at locations when this is transmitted to the IC. It also can come from other sources such as owners/occupants, technical representatives, other agencies or law enforcement.

Complex (and some not-so-complex) incidents quickly become dynamic settings that defy any one person's capacity for complete, direct, on-site visual appraisal. Decentralized units and D/G supervisor serve as recon/information centers. Reporting must be a regular piece of assignment, and every unit must treat reporting as one of their regular, continual responsibilities. Important information can be directed upward to the IC through the D/G supervisor, which form the IC's management/information network.

The command post fills an important role as information center. The IC must use their command-post advantage to create and maintain a two-way flow of information. Constantly refining how we connect standard pieces of information with standard responses builds predictability and trust between senders and receivers. This requires the entire team to understand the basic communication process and to get into the "flow." The IC must orchestrate that flow and serve as the focal point to help everyone stay connected with quick, accurate and relevant information.



# Pay Attention to Dispatch Information



This includes the location of the incident (address), information about the incident problem, other units assigned to the incident and the incident's radio channel. If the incident is a fire call, everyone can get turned out prior to leaving. The first thing the officer should check after getting on the rig is that the radio is on the correct channel.

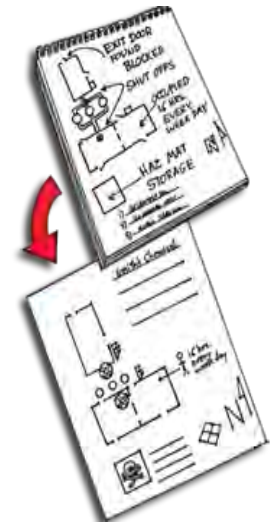
The address provides crews a general idea about the incident structure type and occupancy (commercial area, multi-story apartments, etc.). It also lays out the arrival order of all the responders. If Engine 1 is the first-due unit on a multiple-unit response, the members of the later-arriving companies should listen attentively to the radio for Engine 1 to state where they are laying in from and if they have smoke showing.

## 4. PRE-INCIDENT PLANNING & BUILDING FAMILIARITY

Formal pre-incident planning and informal familiarization activities provide important information. This predetermined, prepackaged intelligence increases information beyond what is available visually or via on-scene reconnaissance. Pre-incident planning materials include reference information that comes from books, databases, information services, technical sources and advisors.

Pre-incident planning arms the IC and the response team with facts and details almost impossible to acquire during an actual event. This is because pre-incident planning is conducted in ideal situations; during the daytime under non-emergency conditions. There is no sense of urgency while preparing these plans. Responders have time to interact with the occupants, contemplate, decide, draw, revisit, and even redraw until they get it right. Preplanning also creates the opportunity for positive citizen contact. Responders get to meet the people they might later deliver service to and send the very important message that our department cares enough about them to learn (and record) the details of where they live, work and hang out.

By physically visiting these tactically significant occupancies during the information-gathering process, we increase the awareness and knowledge of responders who might have to operate at (and in) these locations under critical conditions. Such pre-response homework is essential for the safety of personnel and overall incident operations. Even though the task-level workers operating at an incident aren't in the position to review the actual plan during an event, they retain the familiarity gained during the preplanning process. A strategically placed IC is generally in the best position to look at, manipulate and manage the plans, and they can relay pertinent information to the decentralized operating D/G supervisor.

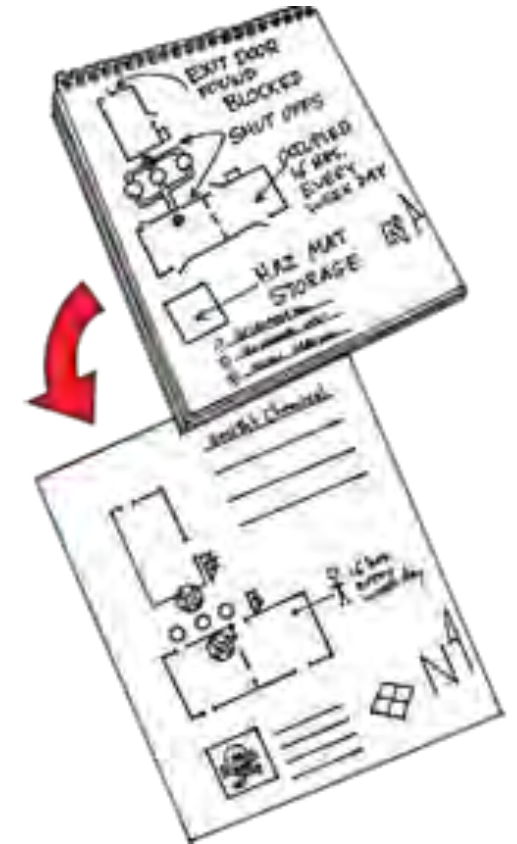


# Use Maps, Preplans & Reference Material

Since the purpose of a pre-incident plan is to provide the IC with information on the critical factors that cannot be seen from the command post, a pre-incident plan should answer the following questions:

1. What factors are present?
2. What does the IC need to know to be effective?
3. What factors can be seen from the command post?
4. What serious problems can be caused by the unseen factors (hazards)?

Answering these questions at the beginning of the pre-incident plan process may change the selection of the buildings/areas that deserve a plan. For example, if a building's only significant feature is its size—something easy to determine from the outside—it might be pre-empted for a smaller building with major internal hazards or features unidentifiable from the exterior. Having a preplan that shows these details will help the IC operate more safely and effectively.



# Structure & Time Information Around the Tactical Priorities

Tactical priorities provide a job list for incident operations; they are the reason our citizens call us. For offensive structural firefighting, these tactical priorities include life safety, incident stabilization and property conservation. Since they are the reason we are on scene, it makes sense that we structure our service-delivery efforts around them. They also provide a simple and understandable language for all the incident players. Assigning Tower 1 to “search the Bravo exposure” is very definitive. Checking back with them after the proper length of time and asking if they have an all clear in the exposure should lead to a simple and understandable yes or no answer.

For the most part, effective incident communications focus on completing the tactical priorities (within the parameters of the critical incident factors and firefighter safety). This approach requires a simple, standard communications game plan for the entire organization. During difficult incident operations, everything works against communications; therefore, responders must be trained and disciplined to communicate effectively within a strong communications plan and use radio discipline .



# Use Companies & D/G supervisor as Information, Reporting & Recon Agents

When the IC assigns companies or D/G supervisor to key operating positions, those positions must report back regarding the conditions in their assigned areas. With this information, the IC builds a strategic picture of what is happening around the entire incident site. The IC uses this “big picture” to keep the strategy and attack plans current and to keep all hazard-zone workers connected.

Incident conditions can present a ton of separate details. Many times, these details can change very quickly. Dealing with so many details can present an almost impossible information-management challenge for the command and operations team. No single person—the IC—can maintain an effective, long-term awareness of so many details. The longer the event goes on, the more overloaded any single person will become if they attempt to centralize (and internalize) detail management. The command system meets this challenge by creating a simple plan that divides detail management among the incident’s organizational levels.

The IC is responsible for understanding the overall situation, incident resources, and organizational and operational status. D/G supervisor concentrate on information that supports tactical operations, integration and coordination in and for their geographic or functional responsibility. Companies must deal with the details required for direct task-level effectiveness. Simply, the level of required information (details) gets cut into smaller pieces as it moves toward the task level. When something requires tweaking, the IC must connect that particular piece of information to the correct spot. The “correct spot” relates to both the actual location on the incident site and the actual location on the incident organizational chart.



# Continually Reconsider Conditions; Stay Current & Stay Connected to Resources

The IC develops their strategy and the IAP based on the initial size-up of the incident's critical factors. These critical factors are very dynamic; they are either getting better or they are getting worse, but they never stay the same. This is one of the joys of our job—instant feedback. If the conditions get worse, the IC must quickly determine why and act accordingly. This ability is part art, part science and part experience. If the IC sticks with a deteriorating situation long enough, the problem can do great harm to the troops. We get no time-outs, and it is impossible to un-collapse a building.

The incident conditions drive the strategy, the IAP and our risk-management plan. We make a huge investment in training, using and refining our systems and SOGs so when we arrive on scene and actually deliver service, we can quickly adjust our actions based on the incident conditions.

# Record Information on a Digital Tactical Worksheet

Digital tactical worksheets should be filled out and updated in the command post. An initial IC should use a tactical worksheet—paper and pencil; otherwise it can be difficult to manage more than 3 companies off the top of their head.

A simple line drawing of the building, noting the assigned positions and locations of operating companies, allows an IC operating in a Strategic command position to track the resources required beyond a first alarm (Three engines, two trucks, Rescue, RIT and support units). Good luck remembering where you assigned six engines, two ladders and four pieces of support equipment over a 15-minute timeframe if you don't write it down somewhere.

The tactical worksheet also provides a checklist (memory-joggers) for the tactical priorities and key tactical benchmarks. A properly filled-out worksheet not only shows the IC where the troops are but also any uncovered areas they must address.



# Quickly Identify & React to Safety “Red Flags”

Red flags are pieces of information that we must address because they can end up killing someone. When you notice red flags, you say to yourself, “Oh no.” Many major red flags are regular pieces of the standard information inventory. These are information items that we routinely pursue, e.g., checking the attic for fire extension, determining the conditions in the basement, and making sure the fire hasn’t dropped power lines, etc.

The IC must always take a pessimistic approach when sizing-up and assume the worst until determining otherwise. Many assignments the IC makes serve to investigate areas that could pose a problem. A red flag will not necessarily change the overall incident strategy or incident action plan, but it must be identified and addressed. This is a big part of how the IC ensures everyone goes home when the event is over. Some examples of red flags include:

- Zero visibility
- Encountering high heat
- Reports of, “We can’t find the fire”
- Reports that state “fire control,” but you can still see active fire conditions from the command post
- Wind-driven fires
- Smoke/fire showing from cracks in walls





# Maintain a Realistic Awareness of the Elapsed Incident Time

Time can do funny things at the incident scene. Sometimes hours seem like minutes. Other times, minutes seem like hours. One constant for structure fires is that the building will last a very short period of time when exposed to flame. Another unforgiving time constraint is the length of time an SCBA will supply air to its wearer.

The Dispatch Center provides the IC with elapsed-time reminders. These reminders serve as cues for the IC to re-evaluate conditions and strategy and to consider the length of time firefighters have been operating in the hazard zone. A 20-minute elapsed-time notification should trigger some action if the IC has crews deployed inside a burning building where the fire remains out of control.

Another piece of elapsed time that we don't discuss much is the time between initial ignition and our arrival. We rarely know the exact length of time the fire has been burning prior to our arrival, but we can come pretty close to estimating with a good size-up of the conditions when we arrive on scene. The 20-minute rule the fire service has been used for decades (if the fire has been burning uncontrolled for 20-minutes, abandon the structure) must include burn time prior to when we get there. As a note of interest (and survival), for many structures, the 20-minute rule is quite out of date. That time is growing shorter as lightweight structural materials keep getting lighter.

# Situation Evaluation MUST Be a Systematic Process Consisting of the Rapid, Yet Deliberate Consideration of the Incident's Critical Factors

Virtually every incident factor has a related set of consequences ranging from minor to fatal. This is what makes critical factors *critical*. A major function of IC information management is to identify factors with the most severe consequences and then concentrate on reducing, stabilizing, eliminating or avoiding the possible outcomes of those critical factors. This requires the IC to develop a standard approach to sorting and prioritizing critical factors.

A standard information-management approach provides the launching pad for effective incident decision-making and successful operational performance.

It's important for the entire team to agree upon what the critical incident factors are and what they mean tactically, as well as the standard organizational reaction to those factors. This common team agreement has a powerful unifying effect on the players. This action-oriented agreement emerges from our continual focus on the important role standard incident information plays in sound decision-making, which in turn produces effective operational action and outcomes.



# The IC Must Always Match Standard Conditions to Standard Actions for a Standard Outcome

This is the core of the command system and also the launching pad for all operations. Standard conditions are identified as the incident's **critical factors**. We must identify the incident's critical factors before taking any action. Typically, we are summoned to solve a physical problem and we usually develop an action-based solution. Action feels good, but evaluation and front-end thinking can briefly delay that action. Our initial size-up produces the information that becomes the basis for the incident strategy and the incident action plan. Investing a small amount of time evaluating the critical factors is extremely important to both beginning and on-going command and operational success, as well as firefighter safety. The current, accurate and relevant information the IC obtains at the front end of the event will generally provide the informational foundation for effective initial and on-going action. This systematic evaluation process continually produces standard, safe, well-managed incident outcomes.

As an example, structure fires progress through fairly standard stages. Actions can be matched to fire conditions on a one-to-one scale. This scale gives the IC a picture of the full range of fire stages both inside and outside the original fire structure, and it begins to link the proper firefighting actions and resource utilization to conditions (expressed in standard stages) with time progressions. The scale provides an operations curve that outlines the beginning, middle and end of the fire and the link between them. Simply, there are only so many stages.

## THE IC MUST ALWAYS MATCH:



# THE STRATEGIC DECISION-MAKING MODEL

The strategic decision-making model gives the entire organization an evaluation/action system that takes the mystery out of initial emergency operations. The model conforms the decision-making process to a standard sequence: First we identify the incident's significant critical factors, and then we base all actions on our evaluation of those factors. By continually evaluating those factors, we keep the plan current and the workers safe. We should always apply standard actions to standard conditions. Basing our actions on current conditions ensures we are in the right place doing the right sets of things. This model also serves as the tool we use to evaluate the strategic, tactical and task levels of the operation when conducting a post-incident review.

By continually reinforcing this model—basing operations on the current critical factors—we help keep the strategy/IAP current and firefighters safe.

## Strategic Decision Making Model:



# Critical Factor Categories

The IC needs a simple system to deal with all basic incident information. Without one, it is impossible to perform situation evaluations or any other command functions efficiently. Critical factors offer such a system.

The incident critical factors are the basic items an IC must consider when evaluating tactical situations. They constitute a checklist of major elements associated with size-up, decision-making, initiating operations, and review and revision.

Command deals with these incident factors through a systematic management process that: 1) Includes a rapid overall evaluation; 2) Sorts the critical factors in order of priority; 3) Seeks more information about each of those factors; and 4) Focuses on them.

Critical incident factors represent an array of items that remain dynamic throughout the event. Therefore, the relative importance of each factor changes over time. Command must deal continuously with these changes and base decisions on current information relating to the most important factor. The effective IC does not stick with the initial plan of action after conditions change—for better or worse. Successful operations require the IC to revise the action plan as needed by reconsidering the incident's major factors based on feedback from the information forms.

**Critical Factors are a list of basic items that the IC must consider when evaluating tactical situations.**

**Critical Factors fall into 8 Basic categories:**

<b>-Building</b>	<b>-Arrangement</b>
<b>-Fire</b>	<b>-Resources</b>
<b>-Occupancy</b>	<b>-Action</b>
<b>-Life Hazard</b>	<b>-Special Circumstances</b>



# Consider Fixed Factors & Manage Variable Factors

Fixed factors pertain to things we can't change such as the way a building sits on a piece of property (although if the building burns to the ground, we assisted with the change). If a building is bordered on two sides by railroad tracks, the IC has very little ability to magically make those sides accessible to engine companies. If high-tension electrical lines border four sides of a structure, truck companies will have a much more difficult time accessing the roof or flowing elevated streams. If crews advancing handlines into a burning structure have to go around 10 corners to get to the seat of the fire, progress will be slow and the risks to firefighters will increase.

Fixed factors exist before we arrive on scene (most of them have existed since the building was designed and built).

Some fixed factors are so overwhelming that they create situations too risky for us to conduct interior operations (e.g. an out-of-control fire in the fireworks factory). Other fixed factors, like well-designed and functioning sprinkler systems, make doing our job safer.

Variable factors are things the IC can change. If a building is full of smoke, the IC can order ventilation. If the building is heavily secured, a truck company can force entry. Engine crews manage the most critical variable factor—the fire—by applying a sufficient amount of water, overcoming its heat and extinguishing it. When we don't (or can't) control the variable factors, we should be in safe locations when the fire consumes the building and it falls down.

## Fixed Factors

- Building
- Occupancy
- Arrangement

## Variable Factors

- Fire
- Life Hazard
- Resources
- Action
- Special circumstances

# The IC Must Also Size-Up the Critical Unknowns

During most critical incident situations, command must develop an initial action plan based only on the critical factors they can see at the beginning of operations. Most of the time, that information is incomplete. The IC must quickly size up what they know and what they don't know. They must identify and address these "unknowns" during incident operations. Some unknowns must be addressed immediately, especially in situations that involve firefighter safety and survival. The ability to identify the "knowns" and the "unknowns" emerges when the IC uses the standard inventory of the critical factors.



## CRITICAL-FACTOR CATEGORIES—BUILDING

The following are the items the IC must size-up when looking at the “Building” critical factor category:

- Size—area and height
- Interior arrangement/access (lobbies, stairs, halls, elevators)
- Construction type—ability to resist fire effect
- Age
- Condition—faults/weaknesses
- Value
- Interior compartmentation/separation
- Interior arrangement / Basement profile
- Vertical—horizontal openings, shafts, channels
- Outside openings/access—doors and windows/degree of security
- Utility characteristics (hazards/controls)
- Concealed spaces/attack characteristics
- Effect the fire has had on the structure (at this point)
- Time projection on continuing fire effect on building
- How much of the building is left to burn?





# CRITICAL-FACTOR CATEGORIES—OCCUPANCY TYPE

The following are the items the IC must size-up when looking at the “Occupancy” critical factor category:

- Specific occupancy Type—group (business, mercantile, public assembly, institutional, hazardous, industrial, storage, school)
- Value characteristics associated with occupancy
- Fire load (size, nature)
- Status (open, closed, occupied, vacant, abandoned, under construction)
- Occupancy—associated characteristics/hazards
- Type of contents (based on occupancy)
- Time—as it affects occupancy use
- Property conservation profile/susceptibility of contents to damage/need for salvage



# Critical-Factor Categories— Arrangement

The following are the items the IC must size-up when looking at the “Arrangement” critical factor category:

- Access as it relates to our ability to apply water onto the fire as quickly and as safely as possible
- Access, arrangement, and distance of external exposures
- Combustibility of exposures
- Access, arrangement and nature of internal exposures
- Severity and urgency of exposures (fire effect)
- Value of exposures
- Most dangerous direction—avenue of spread
- Time estimate of fire effect on exposures (internal and external)
- Barriers or obstruction to operations
- Firefighter access to the fire area
- Capability/limitations on apparatus movement and use around the fire area
- Are multiple buildings present?



# Critical-Factor Categories—Fire

The following are the items the IC must size-up when looking at the “Fire” critical factor category (**FIRE** is THE MOST important critical factor category!):

- Size
- Extent
- **Location**
- **Stage** – incipient, free burning, ventilation controlled, or decaying
- **Wind** direction and speed
- Ventilation profile of the building
- Most dangerous direction of travel
- Time of involvement
- Fire load
- Type & amount of product left to burn
- Product of combustion liberation
- What is the fire perimeter
- How widespread is the fire



# Critical-Factor Categories—Life Safety/Hazard

The following are the items the IC must size-up when looking at the “Life Safety” critical factor category:

- Fire control required for search
- Location of occupants
- Number of occupants
- Condition of occupants
- Incapacities of occupants
- Resources required for search
- EMS needs
- Fire effect on victims
- Exposures
- Hazards for firefighters
- Access to victims
- Escape routes



# Critical-Factor Categories—Resources



The following are the items the IC must size-up when looking at the “Resource” critical factor category:

- Staffing & Equipment On-Scene
- Staffing & Equipment Responding
- Staffing & Equipment Available
- Estimate on Response times
- Condition of Responders
- Capability of Personnel
- Capability of Command staff
- Hydrants & Water Supply
- Built-in Protection Systems



# Critical-Factor Categories—Action

The following are the items the IC must size-up when looking at the “Action” critical factor category:

- Is water on the fire?
- Effect current action is having?
- Areas not yet covered?
- Stage of operations (tactical priorities)
- Is a Strategic IC set-up?
- Is an effective IAP in place?
- Is an effective organization in place?
- What is the worst thing that can happen?
- Are operating positions effective?
- Are there enough resources?
- Are we operating safely?



# Critical-Factor Categories—Special Circumstances



The following are the items the IC must size-up when looking at the “Special Circumstances” critical factor category:

- Weather / wind
- Time of day/night
- Day of week
- Season
- Holidays
- Special Events
- Social unrest
- \*Note: a fully extended regulation flag equals an approximate 20 mph wind speed

# DFD Incident Command System (ICS) Communications-Function 2

**Initiate, maintain & control efficient  
incident communications**

- 1. Initial Radio Report**
- 2. Resource Deployment**





# Command Function -2 Communications:

## Initiate, maintain & control efficient incident communications

Effective incident communications provides a practical connection between and among the organization's three management levels: strategic, tactical and task. Incident communications serves as the information "carrier" the team uses to connect with one another, commit resources and create effective, coordinated action.

When things go wrong at an incident, it's fairly common and predictable for people to think communications is the culprit. This is a strong indication of how critical communications is to everything that occurs during incident operations. Communications is one of the major pieces of command and operational effectiveness.

To be effective, the IC must orchestrate ongoing standard communications among the incident participants operating on their own (different) levels. Each level operates with its own special needs, capabilities and challenges. These differences create a complex set of communications/operational realities for the entire team. They require a strong, well-practiced, procedures-based communications plan and positive, functional relationships among the participants. While communication in and of itself does not put water on the fire or patch up the wounded, in most cases the overall outcome of the incident is directly connected to the quality of communications. Good communications = good outcomes; bad communications = lousy outcomes.

# Develop & Use Communications SOGS

Before the event occurs, communications SOGs set the stage for how we will communicate with one another. They describe how we exchange information and use our hardware (radios, computers, mouths, etc.) to get the job done. These SOGs are the before-the-event communications agreement and serve as the template we use for training and incident operations. They also serve as guidelines when we evaluate or revise the way we communicate.

Effective communications SOGs prevent communications overload. We need to develop systems and methods that allow the timely sharing of information particularly when the incident has expanding and/or large resource requirements. At these types of incidents, airtime on the tactical radio frequencies becomes increasingly scarce. More incident players are assigned, put to work and they all have radios. If we don't develop a plan ahead of the event, the IC can easily get knocked off the air.

A written communications game plan is an essential part of the overall incident-management package. These procedures describe the communications roles, functions and approach for every operational level. SOGs become the basis for the standard planning/training/doing/critiquing package that consistently creates both operational effectiveness and continuous improvement.

SOGs are also particularly critical to incident communications because they give us a fighting chance to plan and develop the best communications plan, an outline for training, and the basis to reinforce and commend good communications performance. SOGs also serve to pinpoint problems when they occur. Effective communications procedures provide us with a practical set of "how-to" communication guidelines. These guidelines provide a framework for a standard organizational approach. They also provide a foundation to stop repeating mistakes, which will eventually reduce and hopefully eliminate the eternal "communications is the biggest problem we have" cycle.

# Maintain A Clear, Controlled, Well-Timed Radio Voice

If you want proof that an IC is in place and managing an incident, just listen to the radio. When the IC is calm, cool and collected, it spills over to all the incident participants. Other options include screaming, crying, stuttering or babbling into the radio. None of these instill much confidence in the troops.

People can understand progress reports, orders and all other communications more clearly when delivered in a steady, controlled voice. This applies to anyone who uses the radio.

Most of us learn to communicate over the radio early in our career by watching, listening and hanging out while the more senior players participate in the communications process. While imitating our elders will always be an important way we learn, in some cases it only perpetuates dysfunctional communications characteristics. Over a period of time, these bad habits can become a “genetic” part of the organization.

# Mix & Match Forms of Communications: Face-to-Face/Radio

Communications should focus on sharing critical incident information. The incidents we respond to tend to be short yet intense. Our communications systems, and our brains, are designed to share a given amount of info in a given period of time. The most common communications avenue between each of the organizational levels is the tactical radio channel. It links everyone with a radio. The problem is that not everybody can talk on the radio at the same time. This makes face-to-face communication very important elements of our communications systems.



## Gear Communications Toward Completing the Tactical Benchmarks: Primary & Secondary All Clear, Under Control(s) & Loss Stopped

Communications should focus on the completion of the tactical priorities and firefighter safety. This will help keep communications short, to the point and effective. It also leaves airtime free for important tactical messages that affect everybody working in the hazard zone.

Incident operations are conducted around the completion of the tactical priorities. Incident communications should mirror this simple concept. When the IC assigns companies based on a well-thought-out IAP, everything seems to fall naturally into place and companies will base their progress reports on their original orders from the IC. This keeps the operation focused on what we showed up to do — make sure everyone is out and okay, eliminate the incident problem, and reduce harm/damage/loss to the citizens property.

# Listen Critically: Understand Communications Difficulties from Tough Operating Positions



We put an IC in a strategic command post, so they have an ideal position to send and receive information. Companies operating in the hazard zone are in the worst positions on the planet for effective communications. Getting bundled up in 40 pounds of protective gear, breathing through an SCBA and going inside a burning building makes it difficult to carry on a long or intelligent conversation, especially over a radio.

Many hazard-zone distractions can cause communications problems. The IC needs to understand this when communicating with operating companies. Companies also must understand that their portable radios provide the only communications link to the outside world. The command system depends upon coherent communications between the IC and the operating units.

Staying in the command post connects the IC to the communications process. It creates a dependence on the things necessary to complete the functions of command: electronic stuff, communications SOGs, the operational/functional organization and the command helpers. A picture of an effective command post IC would show a responder listening to radio traffic, talking into a microphone, maintaining a tactical worksheet, and interacting face-to-face with command helpers. One main reason we maintain the IC's position within a command post is that it creates an ideal place for the IC to listen to and communicate with their resources. This gives them a huge advantage. The ability to communicate is really the only tool the IC has in order to accomplish the tasks required to solve the citizens problem.

# Always Maintain Communications Availability— Answer on the First Call

In the previous slide, we talked about how important it is for the IC to understand that operating companies are in tough communications positions. The IC shouldn't be in a tough communications position when they are operating in the Strategic command position. An IC working from a command post must focus squarely on the units operating in the hazard zone. This is how we manage strategic-level safety and coordinate the work required to complete the tactical objectives.

The IC controls the strategy, manages the IAP and links the workers in the hazard zone to the outside world—and to help if they need it. To pull it all off, the IC uses the radio. The IC must always operate the system (build, expand, reinforce) in a way that allows them to stay connected to the folks operating in these hazardous positions.

The IC does this by always being able to communicate particularly with the folks operating in the hazard zone. When command doesn't answer on the first call, the tactical- and task-level workers will start to lose faith in the IC and will start performing uncoordinated action—sometimes out-of-balance stuff—because the strategic IC isn't listening to or answering their calls.

# Use Effective Communications Techniques to Keep Everyone Connected

The IC uses the radio to connect all the incident players. This helps ensure the coordinated action of all workers on all three organizational levels (strategic, tactical and task). The IC uses the tactical radio channel to assign units according to the IAP, which is why it is so important to have a plan before you start talking.

Not everyone can talk at once. The IC must keep control of the airwaves. Lonely engineers, chiefs responding from 20 miles out or anyone else that fills their void by chatting over the tactical channel will completely destroy the IC's ability to manage the incident. The IC must not let these "Chatty Microphones" knock him off the air. The only communications that should occur over the tactical radio channel should involve the tactical priorities or firefighter safety.

The IC connects everyone to the strategy when they announce the chosen strategy and then assign and manage resources within an IAP that matches the strategy. This eliminates strategic confusion. As the IC assigns Divisions/Groups (D/G) responsibilities, the plan for that D/G gets communicated. This connects the strategic and tactical levels. Companies are assigned to do tasks within the D/G based on this plan, connecting all three levels.



# Use Companies & division/group supervisors as Communications Partners

When the IC begins incident operations, they base initial actions on the known (usually visual) conditions. This is what drives the strategy and the IAP. Keeping the strategy and IAP current requires filling in any critical information holes. The IC does this by assigning units to key tactical positions. The companies assigned to these places take appropriate action based on the strategy, the IAP and the conditions in their area. They report back to the IC about the conditions, their actions and any needs. This is the best use of communications—keeping everyone connected in order to solve the incident problem and keeping everyone safe by basing actions on the conditions.

Establishing geographic and functional D/G is the typical way the IC covers the entire incident and organizes, manages and maintains an effective span of control as the incident progresses and escalates. Effective communications helps the IC connect their evaluation and decision-making process to the team. The IC uses communications to establish and position the Divisions or Groups quickly so they can gang up on, get ahead of and overpower the incident problem(s). Basic D/G capabilities revolve around having a team of assigned D/G supervisors, decentralized from the IC, who can directly supervise the actions required to complete each D/G part of the action plan.

# Use the Organization Chart as a Communications Flow Plan

Dividing the incident scene into Divisions/Groups (D/G) has a positive and profound effect on the communications process. When the IC assigns D/G supervisors responsibilities to the officers initially assigned to the different key tactical positions, it enhances the entire communications process. Units and personnel assigned to a D/G will usually communicate face-to-face with the D/G supervisor (depending on where everyone is physically located). The D/G supervisor communicates with the IC over the tactical channel.

In cases where the IC hasn't implemented/assigned D/G supervisors, they will have to communicate with each individual unit assigned to the incident scene. For example, if the IC has six different units assigned to the incident, they will communicate with each of those units over the tactical channel. If the IC can assign those six companies to three different D/Gs, they will not only reduce their communications partners by half, but they will also start to create the communications flow plan for the rest of that event as it continues to escalate. This will free up airtime and communications "space" the IC can use for the other seven functions of command.

D/G supervisors will communicate with one another over the radio or face-to-face depending on their proximity to one another. As the organization expands, section chiefs (and branch officers if implemented) will use the same communications model, and additional radio frequencies will be added so the command team can stay connected inside the command post, and the IC can continue to focus solely on hazard-zone communications.



# Utilize the Standard Order Model to Structure Communications

The ***Order Model*** outlines the communications steps we follow to ensure messages are always received and understood despite the rushed, confusing and dangerous conditions we typically face during operations. The order model also standardizes how the incident's participants will exchange two-way radio communications. The Order Model's required steps are:

- When the sender is ready to transmit a message, they call the receiver to determine if they are ready to receive the message;
- The receiver then acknowledges the sender;
- When the sender receives the readiness reply, they transmit the message;
- The receiver then gives a **brief** restatement of the message to acknowledge the receipt of the message;

This procedure ensures the receiver is listening and is ready to receive the message before the message is sent. It also ensures that the receiver understands the message. This process provides a simple way to eliminate problems that occur when participants don't use a standard system to engage in two-way communications.

# Begin & Control Communications Upon Arrival with a Standard "Initial Radio Report"

The initial IC begins the command, control and communication process with an initial radio report (IRR). This report provides dispatch, as well as everyone else responding to the scene, with a size-up of conditions seen from the initial command position. It also provides an initial situation status report to those listening in, such as non-responding companies and bosses still in quarters, staff officers and the media. The IRR is not an affidavit of absolute accuracy; it's just a quick snapshot of the incident that provides a "word picture" of what the IC can see.

The IRR should trigger a series of standard organizational actions or elements. First and foremost, it lets all the players know that someone has arrived on scene. It puts an IC in command of the event. The IC identifies the problem and declares the strategy and incident action plan. Command and communications SOGs are designed with the IC as the central communications player. If the IC can't control incident communications, they cannot control/manage the incident responders.

A good IRR puts everyone on the same page. The second-due Truck might be a mile from the incident, but based on the initial report, chances are they have a pretty good idea of what actions will be required when they arrive on scene.



# Initial Radio Reporting Elements

The initial IC begins the command, control and communication process with an IRR. This report provides dispatch, as well as everyone else responding to the scene, with a size-up of conditions seen from the initial command position. It also provides an initial situation status report to those listening in, such as non-responding companies, bosses still in quarters, and staff officers.

The IRR is not an affidavit of absolute accuracy; it's just a quick snapshot of the incident that provides a "word picture" of what the IC can see from their command position when they first arrive on-scene.

The IRR must include the following reporting elements:

1. Announce your arrival on the scene and confirm address
2. Building/area description
3. Describe the problem
4. Declaration of the Strategy
5. Command Mode of Operation
6. Resource Determination

# IRR Element 1-Announce Your Arrival On Scene and verify address.



The first fire company on scene will announce their arrival and verify the address.

"Tower 1 is on scene at 1523 Broadway, we have a ....."

"Tower 1 is on scene and the corrected address will be 1523 Broadway, we have a....."

# IRR Element 2—Building Description

It is vital that initial-arriving truck officer take the time at the beginning of the event to size up the incident's critical factors and formulate a standard IRR. This standard report serves as the launching pad for resources entering an immediately dangerous to life or health (IDLH) hazard zone.

A standard IRR paints a basic picture for all responding units and briefly describes the affected building or area. Stating you are “on the scene of a large, three-story hotel” is a lot more descriptive than saying you are “on scene.”

When we add the problem and the problem's location to the report (e.g., “on the scene of a large, three-story hotel with a working fire on the second floor, side Alpha”), we sum up what's going on. We also describe to all other responders what's going on, and depending on their arrival order, where they will probably fit into the IC's IAP.

Good, standard IRRs eliminate unnecessary radio traffic down the road. Setting all the responders up with good initial information puts everybody on the same page and prevents anyone from having to do their own size-up once they arrive on scene.

The IRR must include the following reporting elements:

1. Announce your arrival on the scene and confirm address
2. Building/area description
3. Describe the problem
4. Command Options
5. Declaration of the Strategy
6. Resource Determination

# IRR Element 2—Building Description: Order of Description

After confirming the address, all building descriptions should be stated in this order: 1) the buildings size; 2) the building's height and 3) the building's occupancy type. For example, “TWR-1 is on scene of a large, three-story hotel.”

The objective is to develop good communication habits that follow a set pattern. This pattern should become so ingrained that it happens without effort, even when pulling up to a working fire at 3 a.m.

The building description falls into  
3 basic categories

- 1. Size**
- 2. Height**
- 3. Occupancy Type**



# IRR Element 2—Building Description: Structure Size

Again, the building/area description should always begin with the size of the structure. This should be stated as:

- Small
- Medium
- Large

**The building description falls into  
3 basic categories**

**1. Size**

**2. Height**

**3. Occupancy Type**

# IRR Element 2—Building Description: Structure Size

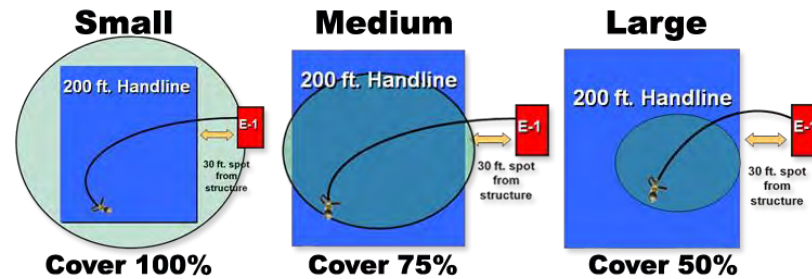
The size of the structure should be defined by the overall size of structure, not by occupancy type.

*Example:* We would call a 4,500-square-foot home large, because when compared that sized home to the average 1,500-square-foot home, it *is* large. But if we took that same 4,500-square-foot home and turned it into a strip mall, we would call it a “small” strip mall.

We should base our size description on the areas we can cover with a 200' handline.

Members working in an IDLH atmosphere are totally dependent on the air they take with them into the hazard zone. We must base our operations around our SCBA's realistic working times. Company officers must remain aware of their crew's air levels and must ensure they exit the hazard zone with an air reserve to deal with any sudden or unplanned events while exiting.

# IRR Elements 2—Building Description: Define Structure Size Based on Entry Depths



## Building Sizes Defined

**Small:** A 200' line can access 100 percent of the fire area/occupancy. This applies to all occupancy types—from houses to warehouses.

**Medium:** A 200' line can access plus or minus 75 percent of the fire area/occupancy. Medium-sized and larger structures should indicate to the entire response team that there is a much greater chance of getting separated (lost) from your line/crew. It's also likely we could use more than one entrance point to check all seven sides of the fire area and to enhance firefighter safety.

**Large:** A 200' line can access plus or minus 50 percent of the fire area/occupancy. These types of structures pose a much greater threat to firefighters. This is why it is so important to embed the safety systems we use to protect ourselves into routine operations. Every level operating on the emergency scene must manage their own safety; no level can outperform unsafe behaviors on any other level.

# IRR Element 2—Building Description: Building Height

Identifying a structure's height is very important to all responders. Each additional floor (or story) makes for a more complex operation and changes the tactics and the attack positions required to solve the incident's problems.

Stating the structure's height and the problem's location gives everybody a good mental picture of what's really going on. This allows individual units (based on their functional capabilities) to start forecasting the work they will be doing and where they will fit into the IAP.

*Example:* You work on a Truck company. The initial IC stated he was on the scene of a large, two-story apartment building with a working fire on the 1st floor, Alpha side. This gives you a pretty good idea that you will probably be going to the 2nd floor as a second due truck to perform a search and to check for fire extension.

**The building description falls into  
3 basic categories**

- 1. Size**
- 2. Height**
- 3. Occupancy Type**

# IRR Element 2—Building Description: Occupancy Type

## Building/Occupancy Types



There are several major occupancy types. Here is a list, just to name a few:

1. Single-family dwelling
2. Multi-family dwelling
3. Commercial-Strip Mall/Warehouse
4. Mixed Use
5. High Rise-Commercial/Residential

# IRR Element 2—Building Description: Use Occupancy Name/Type When Possible

## Well-Known Structures/Occupancy Types

Well-known structures should be called by their most common name. The following pictures gives some examples. Others include:

- Cheery Creek Mall
- Presbyterian St. Lukes Hospital

These descriptions paint excellent mental pictures and are a lot easier to verbalize in the IRR.



# IRR Element 3—Describing the Problem

For the American Fire Service, “describing the problem” usually means describing the products of combustion that are coming from the inside of a structure or penetrating the outside of a structure.

When describing smoke and fire conditions, there are just a few things we can say. These early descriptions, which usually come from the initial-arriving company officer of a Truck company, need to be short and sweet and based on a small number of narrative phrases. This makes things easier for ICs and standardizes what is verbalized over the radio.

The IRR must include the following reporting elements:

1. Announce your arrival on the scene and confirm address
2. Building/area description
3. Describe the problem
4. Command Options
5. Declaration of the Strategy
6. Resource Determination

# IRR Element 3—Describing the Problem: 5 Standard Narratives

**There are 4 standard narratives to describe fire conditions:**

- **Nothing Showing**
- **Light Smoke Showing**
- **Working Fire**
- **Defensive Fire Conditions**



Below is a list of descriptions you've probably heard responders use to describe fires:

- Heavy smoke showing;
- Fire showing;
- Well involved;
- Fully involved;
- Heavy-fire conditions.

Some, if not most of these terms, describe defensive fire conditions. If our safety systems can adequately protect us from the current conditions, and it is appropriate to offensively engage the problem in the interior of the structure, we should always refer to the incident as a “working fire.” Anything beyond our safely engaging the problem should be called “defensive fire conditions.”



# IRR Element 3—Problem Description: Location of the Problem

Stating the problem's location is a **HUGE** part of making sure everyone is on the same page from the beginning of the event.

Describing the problem and its location paints a pretty good picture—from what the scene looks like to where the subsequent-arriving units will most likely fit into the IC's IAP. It also facilitates much more seamless command transfers because the first-arriving command officer (IC No. 2) knows what's going on and where everybody is located (position & function).

## **Location of the Problem:**

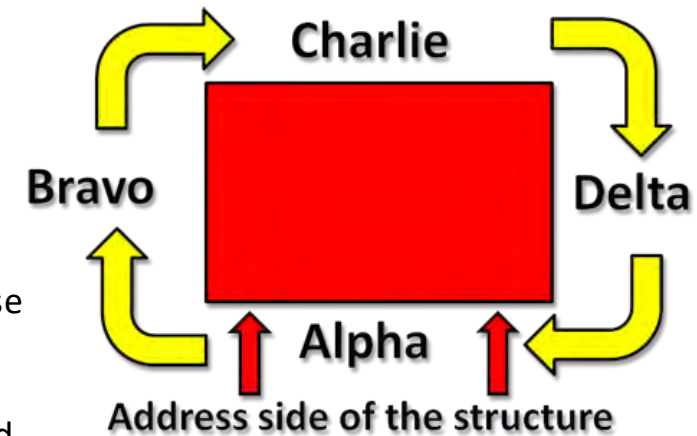
- What Floor**
- What Side**
- Apt's, Strips, Rows  
Middle or End**

# IRR Element 3—Problem Description: Geographic Landmarks

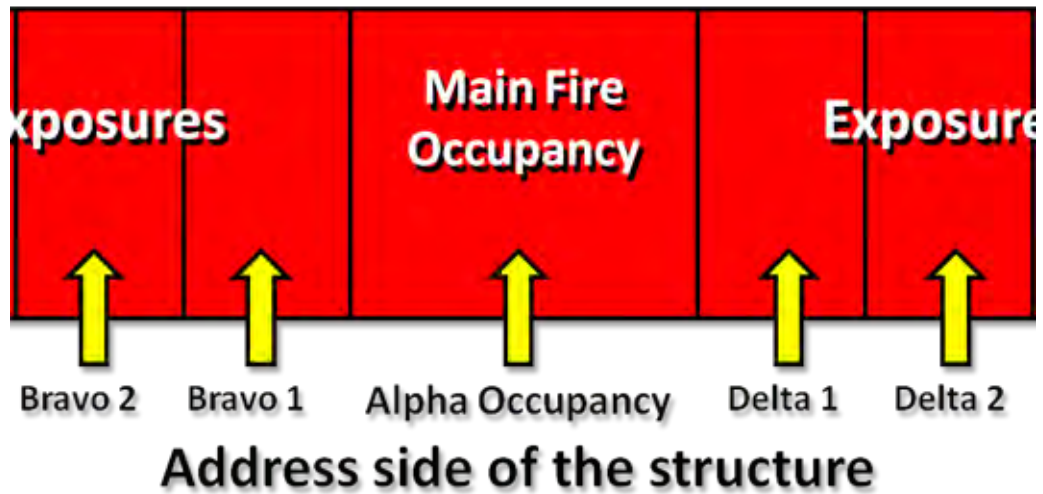
Correctly identifying and naming the incident's landmarks, work areas, attack positions and D/G is a major responsibility of the IC. Properly naming the different work areas around the incident scene will help eliminate confusion on the task level, enhance the strategic level accountability process, and it also will provide a much higher level of coordination between the different D/G operating at the incident site.

Alpha, Bravo, Charlie and Delta. Please do not use just the letter when identifying the buildings landmarks, use the entire word. This could actually lead to more confusion on the fireground. Example: "E-3, Lay a supply line to the D side, stretch an attack line...." This is when the Co. Officer on E-3 looks over to their driver and asks, "did he say lay a supply line to side B, or did he say side D.

The initial arriving IC, usually a Truck officer, must start the incident out by correctly identifying what side of the structure is side "Alpha". IC #2, usually a Chief officer in a SUV, must confirm the landmarks have been properly identified when transferring command.



# IRR Element 3—Problem Description: Exposure Designations



These are the designations for longer buildings that contain two or more individual occupancies under the same roof. The most common types of these occupancies are:

1. Apartments
2. Town Houses
3. Row Houses
4. Strip Malls

Again, it is critical for the IC to identify and correctly name the different sides and exposures on the incident site.

# IRR Element 4—Declare the Incident's Strategy

Declaring the incident strategy up front, as part of the IRR, puts everyone on the same page from the very beginning of the event. This eliminates any mystery about how we will operate and whether we will operate inside or outside the hazard zone. Strategy drives tactics. If the IC declares the offensive strategy within the IRR, one will assume that deck guns and other master-stream devices will not be part of the tactical plan unless conditions change drastically. If the IC declares the defensive strategy, responding resources are thinking of big water and cutoff points.

Including the strategy in the IRR also matches it to the description of the critical fireground (or incident) factors stated in the report. Alarm bells should go off throughout the system if the initial IC reports they are on the scene of a fully involved, large, abandoned warehouse and finishes with, “We are going in with an 1 3/4" attack line for search, rescue and fire control, and we will be operating in the offensive strategy.” Based on this report, the initial IC must be stopped. We have seen this exact thing happen, and the situation was quickly remedied when the responding chief asked the initial IC over the tactical radio channel to re-evaluate their strategy. Having the IC declare the strategy should cause them to pause long enough to do an actual size-up and then match their actions to those conditions.

The IRR must include the following reporting elements:

1. Announce your arrival on the scene and confirm address
2. Building/area description
3. Describe the problem
4. Command Options
5. Declaration of the Strategy
6. Resource Determination

# IRR Element 4—Declare the Incident Strategy: The IC Uses the Incident Strategy to Determine the Right Place to Operate on the Fireground

Overall operational strategy is divided into only two categories: offensive or defensive. We conduct offensive operations inside the hazard zone, and we conduct defensive operations out of the hazard zone. The two separate strategies create a simple, *understandable* and position-based game plan that describes in practical (and primitive) terms how close the emergency responders will get to the hazard area. Simply:

“Understandable” means we only have to know, remember and apply two options. We either operate on the inside or from the outside, and we never do both at the same time, in the same place.

Having the IC properly manage the strategy with positions that always match conditions has **THE BIGGEST IMPACT ON Fire Fighter SAFETY!**



**OFFENSIVE  
INSIDE**



**DEFENSIVE  
OUTSIDE**

# IRR Element 5-Command Options

It is the responsibility of the first arriving unit to assume command of the incident which presents several options, depending on the situation.

The command options define the company officers's direct involvement in tactical activities and the modes of command that can be utilized.

1. Investigation Mode (Nothing showing)
2. Fast Attack Mode (First solo arriving engine company)
3. Command Mode (Strategically located IC in the Offensive or Defensive mode)

The IRR must include the following reporting elements:

1. Announce your arrival on the scene and confirm address
2. Building/area description
3. Describe the problem
4. **Command Options**
5. Declaration of the Strategy
6. Resource Determination

# IRR ELEMENT 5-COMMAND OPTIONS- Investigation Mode

1. Investigation Mode- This option is a Mobile IC on a portable radio, moving around and evaluating conditions while looking for the incident problem.

The investigation mode is commonly used on the report of a fire when the first unit arrives and finds nothing showing. The first in unit shall assume command in the Investigation Mode, call for level 1 staging and assign resources as necessary to investigate the problem.

# IRR ELEMENT 5-COMMAND OPTIONS-Fast Attack MODE

2. Fast Attack Mode- This option is for visible working fires in houses or commercial occupancies. The IC arrives and his or her direct participation in the attack will make a positive difference in the outcome.

The next arriving unit (generally Truck/Chief) must assume command. We have to realize that the initial IC is an attack position inside the hazard zone attempting to quickly solve the problem.

The Fast Attack Mode should not last more than a few minutes.

The most common use of Fast Attack is a first Arriving Engine with no Chief/Truck on scene.



# IRR Element 5-Command Options, command mode

Assuming command causes the initial-arriving IC to size up the incident's critical factors, determine the strategy, formulate an incident action plan and ensure enough resource is en route to solve the incident problems. The IC executes these plans and shares this information with all the incident participants when they transmit the IRR. This puts all the incident players on the same page. Everyone knows what the problem is and what action is being taken to solve it. A well-managed beginning leads to quick, effective and coordinated action from the start, eliminating wasted effort in the critical first few minutes of the event.

# Command mode- Name Command and location: "Tower 1 is Now Mill Avenue Command."

Over time, naming command has a strong organizational effect. The organization evolves into something system-based, rather than something driven only by specific individuals. *Example:* Incident operations don't run smoothly until Chief 4 shows up to the scene and really assumes command. In our example organization, command begins when Chief 4 arrives to the scene and announces over the tactical channel, Chief 4 is on the scene and will be assuming Command."

The initial arriving unit assumes command by announcing over the tactical channel, "Tower 1 will be Mill Avenue Command," which shifts the focus from the individual (the person who is in command) to the fact that an IC has been established and they are responsible for performing the functions of command.

Articulating the location of command is important for both units on scene and units arriving. "Command post is located on the A/B corner."



# IRR Element 6—Resource Determination

First-arriving ICs must match the incident's problems with the resources required to solve those problems. The request for the appropriate amount of resources must occur at the beginning of the event, when we have the greatest chance for success.

Sometimes (but not always), young officers forget to call for necessary resources early on in the event. Making resource request a required part of the IRR ensures the ball gets rolling as soon as possible. This request could include:

1. Cancelling the initial assignment
2. Holding the initial assignment Balancing out the original assignment to a full Alarm
3. Call for additional units
4. Call for additional Alarms

The IRR must include the following reporting elements:

1. Announce your arrival on the scene and confirm address
2. Building/area description
3. Describe the problem
4. Command Options
5. Declaration of the Strategy
6. Resource Determination

# Resource Deployment; Assigning Units to Operating Positions/Functions in the Hazard Zone using the “Assignment Model” and receiving reports

Operating units perform task-level work that solves the incident’s problems. ICs must consider the critical factors present, develop orders to address those factors, and then transmit those orders to responding or staged companies awaiting an assignment. Radio messages sent to operating companies must be task-oriented, location-based, and should indicate the tactical priority(ies) to be addressed. The assignment must also involve a function that matches the unit’s profile (engines, trucks or rescues) and can be reasonably handled by the company (or groups of companies).

When assigning units, the “Assignment Model” includes the:

1. Tasks;
2. Location; and
3. Tactical objective(s) to be addressed.

*Example*—“Command to Engine 2: Lay a supply line to the Bravo 1 occupancy adjacent to the fire occupancy, advance a hand line into the Bravo 1 occupancy for a primary search and checking for fire extension.” This model eliminates vague orders that can lead to confusion and freelancing in and around the hazard zone.

ICs who effectively assign units using the assignment model give responding chief officers the ability to document and track the position and function of assigned units prior to their arrival on scene. This will shorten the time it takes to perform a command transfer, and it will allow the second IC to keep expanding on the original IC’s plan because they won’t have to determine what happened and where units were assigned before their arrival.

## **Assignment Model**

**When assigning a Unit, the IC must include the following in the order:**

**Task(s)**

**Location**

**Objective(s)**

# Assignment Model: Tasks

Standard task narratives:

1. Establish a Secondary water supply
2. Go to work on E-12 Humat
3. Spot your apparatus out of the way
4. Stretch/advance handlines
5. Operate master stream
6. Support a master-stream operation
7. Force entry
8. Perform a search (Primary/Secondary)
9. Perform a physical rescue
10. Tools and equipment
11. Support work
12. Back-up
13. Tactical reserve

This list of standard tasks/actions describes what we are doing (first-arriving IC's IAP) or what we have assigned other units to do. These lists take some of the mystery out of what we say on the radio, and they help develop good, well-organized assignment transmissions.

## **Assignment Model**

**When assigning a Unit, the IC must include the following in the order:**

**Task(s)**

**Location**

**Objective(s)**

# Assignment Model: Location

One of the IC's major objectives is to control both the position/location and function of all resource assigned to the hazard zone. Being specific about where the tasks will be performed goes a long way in helping the IC and the rest of the team know where everybody is and what they are doing. Again, good communications makes us much more effective and much safer. Here are the basic locations an IC will use when assigning units:

1. The floor to operate on
2. The occupancy/exposure to operate in
3. Which side of the building to make entry on
4. Which side of the building to operate on
5. Which D/G supervisor to report to

## **Assignment Model**

**When assigning a Unit, the IC must include the following in the order:**

**Task(s)**

**Location**

**Objective(s)**

# Assignment Model: Objectives

Communications should focus on the completion of the tactical priorities and firefighter safety. This helps keep communications short, to the point and effective. It also frees airtime, leaving it available for important tactical messages that affect everybody working in the hazard zone.

Incident operations are conducted around the completion of the tactical priorities. Incident communications should mirror this simple concept. When the IC assigns companies based on a well-thought-out IAP, everything seems to fall naturally into place, and companies base their progress reports on the original orders the IC gave them. This keeps the operation focused on what we showed up to do: make sure everyone is out and okay, eliminate the incident problem, and reduce the harm/damage/loss to the citizen's property.

## **Offensive Objectives & Completion Benchmarks:**

1. Fire control = Under control
2. Primary search(s) = Primary all clear
3. Secondary search(s) = Secondary all clear
4. Loss control = Loss stopped

## **Assignment Model**

**When assigning a Unit, the IC must include the following in the order:**

**Task(s)**

**Location**

**Objective(s)**

# Coordinate Timely CAN/Progress Reports



The IC uses CAN reports to keep the strategy and IAP current and to monitor the progress of work completed and work that still needs to be done. CAN reports should be structured around the completion of the tactical priorities. If all companies and D/G supervisors have reported an “all clear” (completion of the primary search), that tactical priority can be checked off the IC’s tactical worksheet and efforts and resources can focus on the next priority (usually ventilation and loss control).

Any urgent information pertaining to safety or the completion of tactical priorities should be shared immediately with the IC and all other units affected by that information. *Example:* "TWR-1 to Command with urgent Traffic. Be advised there is heavy fire in the attic. The roof is unsafe. We are coming down."



# CAN Reports

## C.A.N. Reports

- **Conditions**
- **Actions**
- **Needs**

Company and D/G supervisors are usually near the action and noise. They are not in position to provide long dissertations over the radio. Their radio reports to Command must be specific and to the point. Progress/conditions reports must be simple and structured around these basic items:

- ⑩ **Conditions**—where are you and what are the conditions.
- ⑩ **Actions**—what actions are you taking and what affect are they having on the problem.
- ⑩ **Needs**—resources or support.

This simple radio-reporting structure gives company and D/G supervisors an easy-to-remember, simple-to-use progress-reporting model. Hazard-zone workers should keep their radio reports brief and to the point, using a structure that provides information regarding firefighter safety, critical factors and the tactical priorities.

# CAN Reporting—Conditions

The following items fall within the **Conditions** category:

1. Where you are
2. Tactical Priorities completed
3. Obstacles to completing objectives
4. Smoke conditions
5. Interior visibility
6. Fire conditions
7. Heat conditions
8. Interior layout
9. Fire separation
10. Fuel loads
11. What's burning

IC's must listen critically to condition reports and properly react to any *red flags*. A red flag is any piece of information that makes you say to yourself, "Oh no, that could be bad." Red flags include:

1. Working fire in a concealed space
2. High heat encountered
3. Limited or no visibility
4. High ceilings
5. Can't locate the fire

Red flags must be addressed because they suggest conditions that can end up killing someone. Several major red flags are actually regular pieces of our standard information inventory, like the items listed above. The IC must approach when sizing-up, assuming the worst until proven otherwise. Many assignments the IC makes involve verifying areas that could be a problem. A red flag will not necessarily change the overall incident strategy or IAP, but the IC must identify it and deal with it. This is a big part of how the IC makes sure everyone goes home when the event is over.

## **C.A.N. Reports**

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- **Conditions**
- **Actions**
- **Needs**

# CAN Reporting—Actions

The following items fall within the **Actions** category:

1. Search progress
2. Fire-control progress
3. Can't find the fire
4. Checking for extension
5. Concealed-space information
6. PARs
7. All-clears
8. Fire controls
9. Loss stopped

## **C.A.N. Reports**

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- **Conditions**
- **Actions**
- **Needs**

Companies should resist reporting back to the IC until they have completed their assigned objectives. For example, if they are ordered to stretch an attack line to the second floor for primary search, and to check for fire extension, they should complete all aspects of that assignment before updating the IC. Hopefully, the IC knows approximately how long it will take to complete the assigned tasks and has a good idea of when that crew will report back. Only obstacles or important safety information (red-flag stuff) should be reported before an assignment is complete.

# CAN Reporting—Needs

## **C.A.N. Reports**

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- **Conditions**
- **Actions**
- **Needs**

*Needs* are critical for the IC. They base their entire IAP and strategy on the incident's conditions and the needs of the units operating in the hazard zone. Units making a CAN report must end the report with “needs” or “no needs” if there are none. If this information is not conveyed in the initial report, the IC will typically respond to the unit and ask for any needs. When companies include “needs” at the end of their CAN reports, it simplifies communications.

The following items fall within the **Needs** category:

1. Reinforcement
2. Relief
3. Support work (ventilation, forcible entry)
4. Tools or equipment
5. Cover other areas
6. Urgent help.

# Offensive to Defensive Strategic Shifts

We have noticed that newer or younger ICs seem to have a difficult time shifting from the offensive strategy to the defensive strategy. The mechanics are simple; when the IC determines current conditions have exceeded our control capabilities and safety systems, they need to pull the plug and do it in a short, sweet manner. Follow the bullets below to get it done quickly:

## **Mechanics of a Strategic Shift**

- Transmit, “Command to all units on the fireground: We are shifting to a defensive strategy.” Repeat this statement, then state, “All units exit the structure. Report PARs upon exiting.”
- ⑩ Contact Dispatch and ask for emergency traffic.
- ⑩ Dispatch will give tones.
- ⑩ Dispatch repeats back using the order model.

# DFD Incident Command System (ICS)

## Assume Command- Function 3

### **Assume, Confirm & Position Command:**

To quickly establish & confirm a single IC & to place that IC in the most effective command position.



**Assume, Confirm & Position Command: To quickly establish & confirm a single IC & to place that IC in the most effective command position.**

Working, active incidents can create confusing, dangerous and complicated conditions that make setting up and operating the command system difficult. How the incident-command system shows up and gets started has a major impact on the incident's ongoing management operation and its ultimate success. Simply put, good beginnings produce good endings. The assumption of command must be a natural, automatic and regular organizational event. Command Function No. 3 is designed to create a standard process for assuming command and then placing the IC in the most effective position based on a standard set of conditions.

# The first On-Scene truck or chief Must Quickly Assume Initial Command in a Standard Manner

All participants must understand the system. If the command system is a big mystery to the workers, it simply won't work—that's why we say *assume command in a standard manner*. Standard stuff is written down, practiced, used and revised as needed. This is what makes it a standard and regular piece of incident operations.

If the system doesn't kick in until some command type (e.g. the chief) shows up, everyone assigned to the incident before they arrive is basically operating outside the system. Operating this way is frustrating for the person who eventually assumes command, and it is very dangerous for the workers who operate in an un-commanded/unmanaged hazard zone.

It makes perfect sense for the first arriving truck/rescue on scene to assume command because the engine will be in the fast attack mode.





# Use Strong, Quick, Automatic, Command Assumption to Eliminate Any Zero-Impact Period

The first-arriving Truck officer shall size up the incident, determine the strategy and formulate an incident action plan (IAP). All of this is executed and shared with all the incident participants when the officer transmits the initial radio report. When the first arriving truck/rescue/chief officer takes command all later-arriving units are assigned based on the IC's IAP. This puts all the incident players on the same page. Everyone knows what the problem is and what action is being taken to solve it. Quick, effective and coordinated initial action is the result of a well-managed beginning, eliminating wasted effort in the critical first minutes of the event.

The absence of an effective IC is the most common reason for ragged incident beginnings and unsafe endings. Effective (and coordinated) action is the result of beginning (and ongoing) incident operations with an in-place and in-charge IC.



# Use Location/Occupancy to Name Command

When we name command, we identify the IC of that particular incident. Everyone assigned to the incident knows they are operating for “Mill Street Command” (as an example). When Mill Street Command radios Dispatch to ask for another alarm, the Dispatch Center will know to send more resources to the Mill Street incident and not the Elm Street incident on the other side of town.

Over time, naming command has a strong organizational effect. The organization evolves into something system/role-based, Rather than something driven only by specific individuals. The initial IC assumes command by announcing over the tactical channel, “Tower 1 will be Mill Street Command,” which shifts the focus from the individual (the person who is in command) to the fact that an IC has been established and they are responsible for performing the eight functions of command.



# SELECT THE PROPER COMMAND POSITION



Strategic command position.

Chief officer ICs should operate in a Strategic command position.

The proper command position is based on a variety of factors. They include the chosen strategy, the tactical capabilities of the first-arriving IC. A company officer IC on an initial-arriving truck company who chooses the offensive strategy will most likely operate in the Mobile command position. **If a district chief is the initial-arriving unit to the same structure fire, they will operate in the Strategic command position.**

Because command must be assumed on every multi-unit response (two or more units), we implement command 100 percent of the time. About 75 to 80 percent of time, this solves the problem and there is no need to upgrade the command position to a subsequent-arriving assistant chief.

For incidents that are not quickly controlled by the initial IC, command must be transferred to a subsequent-arriving assistant chief working in a Strategic command position.

# Initial IC Position

Many times, the strength of our local ICS is the IC, who directly supervises the use of quick force at the beginning of the event. That action is reinforced and upgraded by responding chief officers who come in behind the initial IC to quickly establish a stationary, exterior strategic command post that supports and expands on the first IC's initial actions. This command position provides the front-end command structure for that capability.



# Set up a Standard, Strategic Command Post as Quickly as Possible.

This stationary command post allows the IC to begin packaging command for the on-going operation and escalation of that incident. Physically locating the IC in a strategic command post puts the IC in the strongest possible position to carry out the eight functions of command, accomplish the incident's tactical objectives, and ensure the safety of all members working on the fireground.



# DFD Incident Command System (ICS) Strategy & Incident Action Plan (IAP)- Function 4

1. To use a systematic method to make basic strategy decisions.
2. Develop & initiate a tactical IAP.



## Major Goal of Command Function 4—Strategy & IAP: To use a systematic method to make basic strategy decisions, & to develop & initiate a tactical IAP.

When the IC arrives at a fast-moving incident where the problem is putting on a big show, it's difficult to make initial and ongoing decisions. To determine the most effective, correct action quickly, the IC must "cut through" a lot of confusion, uncertainty and danger. What we do at the very beginning of the event generally sets the stage for what happens throughout the incident. Lots of times, the first 5 minutes are worth the next 5 hours. Command Function 4 describes how the IC develops and uses the incident strategy and incident action plan (IAP) to take correct actions that match and take control of the incident conditions—all within the overall strategy.



# The IC Must Always Match Standard Conditions to Standard Actions for a Standard Outcome

This is the core of the ICS system and is the launching pad for all operations. Standard conditions are identified as the incident's **current** critical factors. We must identify the incident's critical factors before taking any action. Typically, we are summoned to solve a physical problem, and we usually develop an action-based solution. Action feels good, but evaluation and front-end thinking can briefly delay that action. Our initial size-up produces the information that becomes the basis for the incident strategy and action plan. Investing a small amount of time evaluating the critical factors is extremely important to both beginning and ongoing command and operational success, as well as firefighter safety. The current, accurate and relevant information the IC obtains at the front end of the event will generally provide the informational foundation for effective initial and ongoing action. This systematic evaluation process continually produces standard, safe, well-managed incident outcomes.

As an example, structure fires progress through fairly standard stages. Actions can be matched to fire conditions on a one-to-one scale. This scale gives the IC a picture of the full range of fire stages both inside and outside the original fire structure, and it begins to link the proper firefighting actions and resource utilization to conditions (expressed in standard stages) with time progressions. The scale provides an operations curve that outlines the beginning, middle and end of the fire and the link between them.

## THE IC MUST ALWAYS MATCH:





# The Strategic Decision-Making Model

The strategic decision-making model gives the entire organization an evaluation/action system that takes the mystery out of initial emergency operations. The model conforms the decision-making process to a standard sequence: First we identify the incident's significant critical factors, and then we base all actions on the evaluation of those factors. By continually evaluating those factors, we keep the plan current and the workers safe. We should always apply standard actions to standard conditions. Basing our actions on current conditions ensures we are in the right place doing the right sets of things. This model also serves as the tool we use to evaluate the strategic, tactical and task levels of the operation when conducting a post-incident review.

By continually reinforcing this model—basing operations on the current critical factors—we help keep the strategy/IAP current and firefighters safe.

## Strategic Decision Making Model:



# Apply the Standard Risk-Management Plan Throughout the Incident

The risk-management plan not only describes the level of risk we will take, but also the reasons we take those risks. We must always consider the effect the products of combustion have on unprotected occupants. Our protective gear protects us from an array of incident conditions that can kill an unprotected person in seconds. If the IC is uneasy about the positions or conditions the troops are operating in, or the risks they face, it's time for a serious risk-management reality check.

As a general rule, incident operations begin when conditions are at their worst. Incident conditions should improve (become safer) after the initial attack is put into place. The ongoing evaluation of operational effectiveness is a very big deal that directly impacts service delivery and firefighter safety. This process is based on completing the tactical priorities by applying the risk-management plan to the critical incident factors.

It is impossible to write something in a book that the IC can refer to at every fire they command. It's up to the IC and the rest of the command organization to apply a sane and lucid risk-management plan to incident conditions that could possibly injure and kill all of the responders working on scene.

## USE THE CRITICAL FACTORS TO DEVELOP THE INCIDENT STRATEGY & THE IAP

Critical factors are the set of incident conditions that make one fire different from the next. We use a standard approach and the incident-management system to develop and conduct operations (our IAP) around the critical incident factors. Combining the critical factors with our risk-management helps us determine the proper strategy. Variable critical factors then become the things we attempt to change, e.g. putting the fire out, controlling the products of combustion along with the effect they are having on people and their things, etc.

Critical factors are conditions that affect our ability to achieve the tactical priorities. They are also the things that injure and kill us. The IC begins operations knowing some of the critical factors, but other critical factors remain unknown. The IC develops the strategy and IAP based on the factors we must address immediately, along with the unknown factors we must discover. One simple way to determine this is to ask, “Based on what is happening now, what is the worst thing that can happen next?” This combines forecasting and pessimism—valuable IC traits.

*Example*—The IC sizes up the following critical factors: light smoke from a 50-year-old commercial occupancy with a large, heavy-truss roof. The critical factors dictate an offensive strategy. The worst thing that can happen is that the fire is somewhere in the truss loft, and if it burns for a long enough time, the roof will collapse and kill everyone beneath it. The solution is to **quickly** determine the fire’s location. If the fire *is* in the truss loft, make the proper adjustments to the strategy and the IAP.



# The IC Uses the Incident Strategy to Determine the Right Place to Operate on the Fireground



**OFFENSIVE  
INSIDE**



**DEFENSIVE  
OUTSIDE**

Overall operational strategy is divided into only two categories: offensive or defensive. We conduct offensive operations inside the hazard zone, and we conduct defensive operations out of the hazard zone. The two separate strategies create a simple, *understandable* and position-based game plan that describes in practical (and primitive) terms how close the emergency responders will get to the hazard area. Simply: “Understandable” means we only have to know, remember and apply two options. We either operate on the inside or from the outside, and we never do both at the same time, in the same place.

## Declare the Strategy as Part of the Initial Radio Report



Declaring the incident strategy up front, as part of the initial radio report, puts everyone on the same page. It eliminates any question about how and where we will operate on scene (inside or outside the hazard zone). Strategy drives tactics. If the IC declares the offensive strategy within the initial radio report, one would assume that deck guns and other master-stream devices will not be part of the tactical plan unless conditions change drastically. If the IC declares the defensive strategy, responding resources are thinking of big water and cutoff points.

Including the strategy in the initial radio report matches it to the described critical fireground (or incident) factors in a standard initial radio report.

# Manage & Control Operations Within the Basic Strategy



The strategy defines the positions the troops will operate from: offensive is inside, defensive is outside. This is one of the key ways the IC manages safety on the strategic level and completes the tactical priorities. The IC uses the strategy to get everyone moving in the right direction and working together to solve the incident problem.

The IC also uses the strategy to shift the operation when incident conditions change. *Example:* The IC arrives on scene and sizes up the fire as offensive. The IC formulates an IAP around that strategy and the critical incident factors. The fire grows progressively worse. The IC decides the plan (and strategy) they developed 5 minutes ago is no longer effective. The IC declares a new strategy (defensive) with emergency traffic over the tactical channel. After operating companies report that they are safely out of the hazard zone and have a PAR, the IC formulates a new plan of attack.

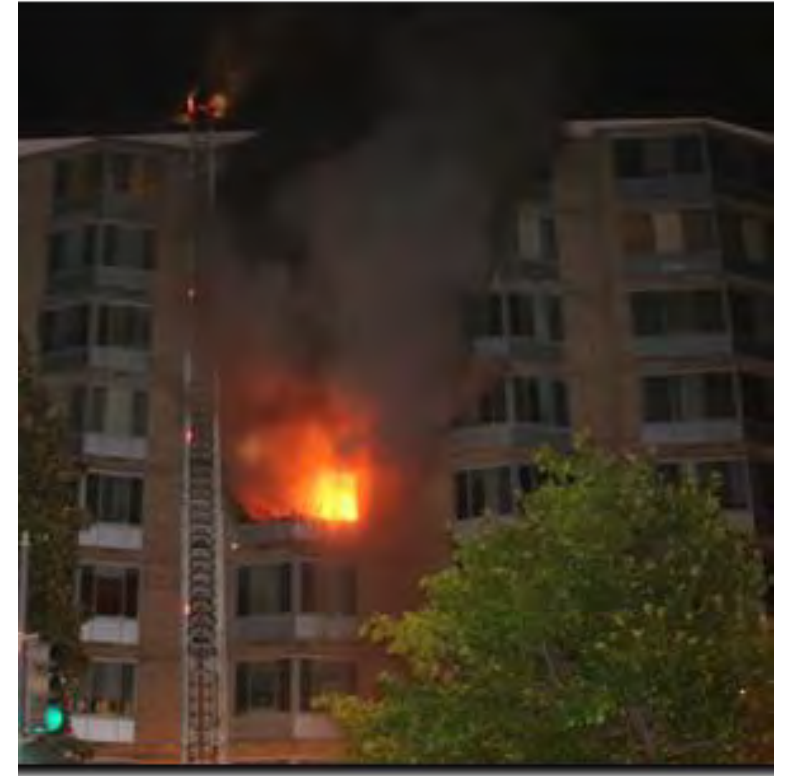
It is important to note that strategy comes first, before the IAP. In our example, the IC pulled everyone out of positions that were no longer safe. That was the most critical priority at the point in the operation. Only after everyone's safety is verified can the new IAP (the corresponding tactics) be implemented.



# Do Not Combine Offensive & Defensive Operations in the Same Fire Area

Interior crews do not like it when some tactically challenged person introduces a master stream into their work area. The IC is responsible for making sure this doesn't happen. When everyone operates within the system, we eliminate these types of lethal mistakes.

It is possible, and sometimes desirable and appropriate, to mix strategies on the fireground—as long as it is not in the same compartment and the process is well managed. *Example:* fire in a strip mall. The occupancy is well involved and the IC declares the defensive strategy. The adjoining occupancies on either side of the main occupancy are not on fire. The IC assigns companies to advance handlines into the exposures to keep the fire from extending. The IC assigns companies in both exposures to perform search and rescue and keep the fire from extending through the attic (offensive activities). The IC also has units assigned to knock down the main body of fire with master streams (defensive activities). Units operating on the main body of the fire are ordered not to operate their streams in the exposures because crews are operating inside of them.



## Re-announce/Confirm Ongoing Strategy as Part of Elapsed-Time Reports

Time is one of the basic critical factors. It is also a factor we can't change. The dispatch center should give elapsed time notifications every 15 minutes . The IC must acknowledge these notifications with a re-confirmation of the incident's strategy. This would sound like:

“Dispatch to Command. This is your 15 -minute elapsed-time notification.”

“Command Copy; 15-minute elapsed time. We are still in the offensive strategy.”

*Note: If an incident is totally in the defensive strategy (no one operating in any offensive positions), the IC can discontinue the elapsed time notifications.*

These notifications must cause the IC to re-evaluate whether the strategy remains appropriate. These periodic announcements also provide a very positive safety effect. The initial size-up should include a calculation of how long the fire was burning prior to our arrival. This is not always an easy thing to do, and it is oftentimes a factor the IC has to play catch up with, which can lead to nasty surprises. Depending on conditions (where the fire is), the IC may have to get reports from multiple locations to determine the accurate burn time and the fire's extent/location.

Buildings that host free-burning fires do not remain standing very long. Most buildings will not last 20 minutes—that's our old traditional rule of thumb. The IC's strategic decision is a compilation of the critical incident factors (which includes *total burn* time), the risk-management plan and the tactical priorities. Save the customer, put out the fire and protect the customer's stuff, but don't kill the troops in the process.

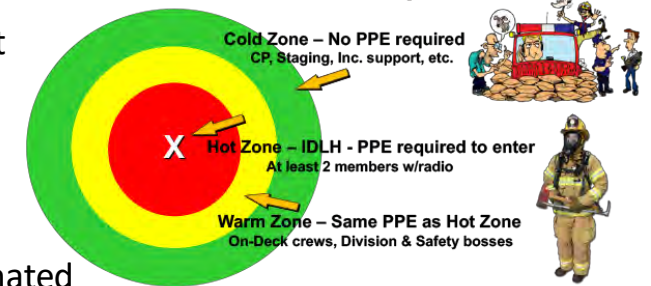


# Managing the Overall Strategy

A hazard zone consists of the overall zones identified which determine the level of risk to civilians and emergency workers in relationship to the incident's problems. The hazard zone is divided up into three (3) separate, distinct areas:

1. Hot zone - An IDLH environment due to heat, lack of oxygen, and/or the presence of the products of combustion. Workers inside of the hot zone must be in the proper PPE for the hazards identified
2. Warm zone - A defined area just outside of the hot zone that has the potential to become IDLH contaminated with the incident's products. Workers inside of the warm zone must also be in the proper PPE for the hazards identified (same as hot zone workers)
3. Cold zone - A safe area outside of the warm zone that has little or no chance of becoming IDLH contaminated with the incident's hazards. Workers in the cold zone require no PPE. The cold zone typically contains the strategically positioned command post, staging, rehab, logistical support, etc.

The "Hazard Zone" is comprised of 3 areas:



An IC properly managing the incident's strategy has the **#1 – GREATEST** overall impact on responder safety.

Overall operational strategy is divided into only two categories: Offensive or Defensive.

- Offensive operations are conducted inside the hot zone to control the incident's problems
- Defensive operations are conducted outside of the hot zone - in safe locations - to control the incident's problems

The two separate strategies create an *understandable* plan that describes in simple terms how close the emergency responders will get to the incident's hazards.

# Use the Incident Organization & Communications to Connect & Implement the Strategy/Plan

Incident operations begin under control and stay that way when everyone operates within the incident management system. The IC uses the radio to manage incident operations. If they get knocked off the air for any reason, they no longer have the ability to manage the incident. The strategy, IAP and any subsequent assignments are shared and implemented when the IC verbalizes them over the tactical channel to units assigned to the incident. This gets the show on the road.

The IC furthers their control of the operation when they decentralize hazard-zone management by assigning D/G supervisor responsibilities . D/G supervisors operate in forward positions, and they control access into and out of the hazard zone within their assigned areas. Generally, they also have a better view of conditions in their D/G than the IC and are in a much better position to manage the safety of the people operating in their D/G.

The IC provides the D/G supervisor with objectives for their area. This becomes the starting point for conducting operations within that D/G. As progress is made, objectives are met or conditions change (good or bad), the D/G supervisor reports this information to the IC. The IC processes reports from all the operating D/G supervisors to manage both the strategy and the IAP.



# Include Strategy, Location & Objectives in the IAP

Incident action plans are the operational roadmap for completing the tactical priorities for the chosen strategy.

IAPs should be short and to the point; they also go quickly out of date as conditions and priorities change.

By starting things off with the strategy, we define where we operate and our overall approach to the operation.

The location identifies the areas where we will initiate operations and their corresponding key tactical positions. This process requires the IC to prioritize the operational areas we must address (first, second, third, etc.). The strategy (location of workers) and its objectives, define the tactics we will use and the locations we will occupy.

Offensive tactical objectives include fire control, primary and secondary all clears, corresponding support work, salvage, loss stopped, etc. Objectives translate into orders the IC uses to assign units and incorporate them into the attack plan, e.g., "Perform a primary search in the Delta 1 exposure and check for fire extension in the attic space".

The IC should brief D/G supervisor on the strategy and the tactical objectives they are responsible for in their assigned areas. The IC must have an "overall" Strategy for the entire incident operation. D/G supervisor IAPs should be much more narrow in focus yet still fit into the overall strategy an incident action plan.



# Tactical Priorities

Tactical Priorities—The IC must manage incidents around completing the basic tactical priorities present at all incidents. These standard priorities create a regular framework for the tactical operations required to conduct incident operations. Standard operational priorities create a regular sequence for the task-level work we must complete. Each individual strategy has a different set of tactical priorities: offensive and defensive.

## **The standard offensive tactical priorities are:**

- Fire Control – “Fire Attack” (F/A)
- Life Safety – Primary and Secondary “All Clear(s)” (A/C)
- Loss Control/Property Conservation – “Loss Stopped” (L/S)
- Post Fire Control Firefighter Decontamination (Decon)
- Customer Stabilization – Short term

## **The standard defensive tactical priorities are:**

- Define the hazard zone
- Establish cut-off point
- Search exposures
- Protect exposures

Strategic-Level Safety Responsibility— The IC’s primary responsibility on all incidents is ensuring the safety of all members working on the incident scene. The IC accomplishes this by correctly managing the overall incident strategy. An effective incident management system serves double duty as the system the IC uses to manage civilian and firefighter safety for the strategic level of the incident organization. The IC’s safety routine becomes the foundation of effective incident operations and customer service.

# Use Tactical Priority Benchmarks as the Action-Planning Roadmap

When the IC gets reports that one tactical priority has been completed, it is time to move on to the next one. The IC keeps the plan current by continually matching actions to the conditions present and focusing efforts toward the current tactical priority. This is how we manage something as dynamic as a structure fire (or any other emergency).

The tactical priorities provide a job list we use for incident operations. They also provide the template for our risk-management plan. The IC may assign personnel to high-hazard positions if search and rescue is a top priority (a decision the IC bases on the critical factors; for example, a working fire in a single-family residence that has reports of people trapped).

Life safety is the only reason we should take a big risk. After life safety has been addressed, the operation shifts to one where we are protecting property (by eliminating the incident problem). We will take a small and highly managed risk to achieve this tactical priority. Fire control, searching areas and property conservation are closely related. The biggest reason we put out the fire is to make it stop damaging life and property. We must balance fire-control efforts with one of the ultimate reasons we are conducting them — to save the citizens lives and property.



# Offensive Fire Tactical Priorities

When an incident's critical factors and the risk-management plan indicate the offensive strategy, firefighting forces will enter the structure (hot zone), in the appropriate PPE, to attempt to control the incident hazards inside of the hot zone. An offensive IAP is based on the standard offensive tactical priorities.

Standard offensive strategy tactical priorities and their corresponding completion benchmarks:

- Fire Control – “Fire Attack” (F/A)
- Life Safety – Primary and Secondary searches “All Clear(s)” (A/C)
- Loss Control/Property Conservation – “Loss Stopped” (L/S)
- Post Fire Control Firefighter Decontamination (Decon)
- Customer Stabilization – Short term

The offensive tactical priorities establish the major operational activities when selecting the offensive strategy.

## Offensive Tactical Priorities

- **FIRE CONTROL**
- **Primary & Secondary searches**
- **Loss control**
- **FF Decon**
- **Customer stabilization**





# Offensive IAP — 360's

When arriving to the scene, the initial size-up is usually performed and then transmitted (via the Initial Radio Report (IRR) from inside the cab of the apparatus. The initial size-up and strategic decision made on the IRR is NOT an affidavit of the overall incident conditions. As soon as feasible a 360-degree assessment of the fire building/area to further determine:

1. The fire's size, location, and extent
2. Verify basement type (if present) and the stories from the Charlie side (First arriving truck Engineer)
3. The ventilation profile of the structure (the identification of flow paths – or potential flow paths)
4. Identify the safest, most appropriate attack position
5. Life safety profile of the incident
6. Confirmation of the initial Strategy and IAP

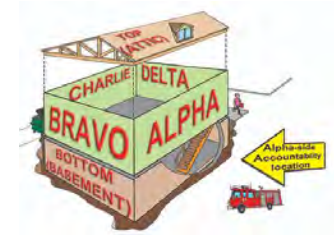
A thermal imaging camera (TIC) is an essential tool for sizing up a structures fire conditions. If available, a TIC should be used during the entire 360-degree assessment. TIC readings of the interior of the fire compartment should also be obtained prior to committing crews to entry.

Some fire area arrangements prohibit IC's from performing a full 360-degree assessment of the structure (larger buildings, long apartment/row house/town house complexes, large strip malls, etc.). The IC must announce on the Follow-Up Report when a 360-degree assessment of the structure cannot be performed on the initial size-up (i.e.; "360 not performed due to the buildings size/arrangement").

Incidents where a 360-degree assessment cannot be performed timely by initial arriving companies, Command must ensure a unit be assigned to assess any unviewed sides of the structure as soon as possible into the incident (usually the "Charlie" side). This is especially critical for structures that have any type of basements or sloping grade elevations in their overall arrangement. The initial Charlie side report should come from the first arriving truck companies Engineer per our SOGs.



# Offensive Strategic Benchmarking



The rescue/fire control-extension/exposure problem is solved in the majority of cases by fast, strong, well-placed water application that puts water on the fire as quickly and as safely as possible.

The term **“Working Fire”** indicates a situation that will at least require the commitment of all initially responding companies. This report advises dispatch that the companies will be engaged in tactical activities and will be held at the scene for an extended time period.

The term **“Knockdown”** indicates that the main body of fire has been controlled in a unit’s assigned geographic work area, but the 7 sides of the fire have NOT been validated for any fire extension.

The term **“Fire Control”** will be transmitted when the main body of fire has been extinguished and all 7 sides of the fire have been confirmed as having no fire extension (or when extension has been controlled) in an assigned unit’s geographic/operational area.

The IC manages the Fire Control tactical priority by getting companies around all 7 sides of the fire and overwhelming it with water. The 7 sides of the fire are:

- The interior/inside
- The top (includes ceilings, joist spaces, attics, and floors above)
- The bottom (includes the floor below, crawl spaces, joist spaces and basements)
- All four sides (includes adjacent rooms, occupancies, or other buildings) and the concealed spaces of all those sides (includes walls, joists, attics, utility chases, void spaces, build-over’s, etc.)

**“Under Control”** - When all areas exposed to the products of combustion report fire control, primary and secondary all-clears, and no other resources are required to complete the remaining tactical priorities, the IC will transmit an “Under Control” radio report to dispatch.



# Strategic Level Handline Placement Considerations

When operating in the offensive strategy, attack hose lines of adequate volume (150-300 GPM) should be used to put water on the fire, to control access through doors, halls, stairways, or other vertical and horizontal channels/shafts through which people and fire may travel. General hand line placement guidelines include:

- Always establish an early, uninterrupted water supply for all fire-suppression activities
- Consider mobility vs. GPM when selecting the properly sized hose line
- All initial FD efforts must be directed towards controlling the fire
- Controlling the fire supports rescue efforts and hose lines must be placed in a manner to control interior access, confine/control the fire, and protect avenues of escape
- Always avoid applying a fog pattern into/onto an outside opening
- When required, entry teams must use their handline streams to cool hot smoke (gas cooling to reduce interior temperatures) prior to direct water application onto the actual burning fuels.
- Be prepared to back up in place hose lines if requested



# Strategic Fire Control Considerations



Command must consider the most critical direction and avenues of fire extension, plus the estimated speed of a standard fire progression, particularly as they affect:

- Confinement/control efforts
- The concealed spaces that contain the structures support elements/systems
- Rescue profile of the incident
- Exposures

Command develops an effective attack through the management of these factors. Command must balance and integrate attack size and position with fire conditions, risk and resources. The basic variables relating to offensive attack operations involve:

- Location/position of attack
- Size of attack
- Required support for the attack until fire control is achieved (door control and additional attack lines if required)

Command must request and allocate adequate personnel and resources based upon this fire spread/control evaluation. Command must also make critical decisions that relate to cutoff points and the development of a sound fire control strategy. This decision also includes a forecast of where the fire will be when attack efforts are in position to engage the fire. It takes a certain amount of time to get water to a location, and the fire will continue to eat up property while the attack is being set up.

Don't play "catch up" with a fire that is burning through a building. Project your set-up time, write off lost property and get ahead of the fire to adequately overpower it by applying the water required to control the fire. Once the fire control benchmark has been achieved and transmitted, the operation must switch its primary focus to ventilating the structure to maximize occupant tenability and firefighter safety.

# OFFENSIVE TACTICAL PRIORITIES—SEARCH & RESCUE

The major goal of the offensive strategy and the corresponding tactical priorities is the protection of any customers exposed to the incident hazards.

The **NUMBER ONE (#1)** method to be used in completing the Life Safety tactical priority in working fire situations is to control the fire as quickly and as safely as possible. The fire research shows that there is a zero chance of occupant survivability if the occupant(s) are directly located in a compartment that has flashed over and has become ventilation controlled (high temps, lack of oxygen, toxic atmosphere).

The fire research also shows that the most survivable areas connected to a fire compartment that have become ventilation controlled (flashed over) have a barrier between the occupant and the fire area (closed door(s) or wall(s)). Therefore, it is imperative that occupants be protected in place (behind their barriers of protection) while all initial efforts are directed towards fire control. Any barriers directly connected to the fire area shall NOT be opened prior to fire control and post fire control ventilation.

The IC will use the following methods to address the Life Safety tactical priority on offensive structure fires.

- **Protect in place.** A life safety tactic of leaving people indirectly exposed to a fire compartment behind their barrier of protection while control forces control and then ventilate the fire area.
- **Primary searches.** Are performed in the immediate fire area **in conjunction with fire control** and are for the purposes of locating victims directly exposed to the products of combustion (very lethal).
- **Secondary searches.** Are performed after fire control has been achieved and the atmosphere has been properly ventilated. This involves the process of opening barriers and searching any survivable compartments directly exposed to the fire area, along with a secondary, more thorough search of the original fire compartment.

# SEARCH & RESCUE - "RESCUE ORDER"

The IC uses the standard rescue order to prioritize and manage searches. The rescue order is the standard order that we use to search a hazard zone:

1. The most endangered
2. The largest group
3. The remainder of the fire area/structure
4. The exposures

The IC initiates the completion of the offensive tactical priorities by ordering companies to advance attack lines to the interior of burning structures. This supports the Rescue Order by:

- Placing initial lines directly to the most hazardous area of the building—the burning or burnt part (if a quick hit was used)—places crews in the same area as the most endangered group
- Initial interior crews will be searching and protecting the same corridors that the occupants in the building would use to evacuate
- The hand line protects FF's, it controls the problem, and it gives the operation an “anchor point” to control the fire
- Other than performing primary searches in conjunction with fire control, all other tactical priorities should be addressed AFTER fire control has been achieved and ventilation has taken place
- All initial control efforts should be directed towards fire control and verifying the 7 sides of the fire prior to opening any barriers protecting any survival compartments

# Search & Rescue - IC Strategic Considerations



The most urgent reason for calling additional alarms is for the purpose of covering life safety. Command must develop a realistic rescue size-up as early as possible.

The IC is responsible for assigning all incident resources in order to achieve quick and effective primary searches of the areas directly exposed to the fire. The IC must assign companies to search specific geographical areas of structure. This eliminates searching the same area multiple times, while other critical areas remain unsearched.

When primary search companies encounter, and remove victims, Command must assign other companies to continue to cover the interior search positions vacated by those companies. Command must also request and provide the necessary medical resources to treat any patients encountered on the incident site.

When encountering larger, high density, compartmentalized, multi-unit/room residential structures, it is more effective to implement a “protect in place” life safety operation as opposed to removing multiple people from a structure who are not directly exposed to the incident hazards.

Occupancy type will many times drive the IC’s search priorities. Residential occupancy types must have a high life safety focus because these structures can be occupied 24/7/365. Strip mall, commercial and big box fires typically have lower life safety requirements.

Primary searches should not be conducted in large, non-residential spaces where companies will outwork their air supplies. Again, all initial actions should be directed towards putting water on the fire and ventilating the structure unless there is credible information of survivable occupants located inside the hazard zone.



# Offensive Strategy - Ventilation

## Offensive Ventilation Operations

Fire research has conclusively demonstrated that the current fuel loads found in present day structure fires quickly consumes all the available oxygen in the fire compartment and becomes “ventilation controlled”. In the early stages of this fire decay, the fire still has enough heat energy (high temperatures) to continue to break down solid fuels into combustible vapors (pyrolysis). This process continues to load the compartment with fuel and heat; at this point in the fire’s progression, the only factor limiting the fires growth is the lack of oxygen.

Based on the fire research the following is procedures for managing ventilation on offensive structure fires:

- Until the fire control benchmark has been achieved and transmitted, the entire response team’s objective is NOT to supply the fire with any additional air (oxygen) while Command’s primary objective is to coordinate an overwhelming force of the proper water application required to control the fire and cool the fire compartment
- Any flow paths (or potential flow paths) identified in the 360-degree assessment should be closed prior to entry whenever possible (or not disturbed if an existing barrier is in place)
- Door control must be provided for entry crews whenever necessary

# Offensive Tactical Priorities—Loss Control

After fire control and all-clears have been reported, we must direct all efforts on the incident scene toward controlling and preventing any unnecessary property damage. Offensive firefighting produces a certain amount of secondary damage (primary damage is done by the fire, secondary damage is a product of what we do to put out the fire). Truck companies oftentimes must force entry into the fire area, open walls and ceilings to check for fire extension and perform horizontal ventilation. Engine companies stretch attack lines into buildings, operate nozzles and check concealed spaces. The IC orders and manages these tactics at the correct times and places and in the proper amounts to keep the fire from doing further damage to the structure and its contents.

Once the fire is controlled and knocked down, a loss-control plan should be developed to describe how we will perform salvage and overhaul. This plan should include lighting the interior of the building to increase safety and reduce damage from firefighters stumbling around in the dark. We should give special attention to the customer's personal and irreplaceable possessions (pets, pictures, family heirlooms, records, medications).





# Offensive Tactical Priorities - Overhaul

The goal of overhaul is to reduce the incidence of secondary fires, control loss, and stabilize the incident scene while providing for firefighter safety. Overhaul activities include thoroughly searching the fire scene to detect and extinguish any hidden fires or "hot spots". Effective overhaul activities reduce the potential for secondary fires. When addressing overhaul operations, the IC should:

- Ensure overhaul is conducted safely.
- Ensure proper PPE is worn for the conditions
- Insure all fire is extinguished by addressing the 7 sides
- Use early and continuing ventilation (Wind or PPV) when appropriate to maintain an acceptable working environment and reduce loss.
- Fire companies must evaluate and monitor conditions when operating fans.
- Meet with the property owner/occupant concerning overhaul operations.
- Closely coordinate overhaul with fire investigators.





# Offensive Tactical Priorities—Salvage

All three organizational levels must constantly remain aware that our actions are designed to protect savable property. The golden rule of loss control is to take care of and treat the citizens property like you would want your own family's possessions treated.

In property-conservation activities, the IC attempts to identify and protect the value of all that survived the fire and the firefighting. The IC becomes a conserver, where before they might have had to do some firefighting damage. Once we check off the rescue and fire control boxes, time is less critical, so loss-control operations can be more delicate.

The IC will transmit a report of “**loss stopped**” once all of the affected areas have been properly salvaged, ventilated and overhauled and the incident conditions have ceased causing damage to the structure and its contents.



# Defensive Tactical Priorities

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Defensive Strategy Tactical Priorities and their corresponding completion benchmarks:

- Define the Hazard Zone
- Establish Cut-offs – Forward progress stopped
- Search exposures - Primary and Secondary “All Clears”
- Protect exposures - “Fire Control” - Loss Stopped

The defensive mode is a heavy-duty, cut-off oriented approach. The IC concedes the property to the fire (writes it off) and decides where the cut-off will take place (if there are exposures). It may include operating exterior streams around a large or inaccessible fire area that is essentially burning itself out. During defensive operations, perimeter control becomes critical, since firefighters should neither enter nor get close to the hazard/collapse area. **Firefighter safety is the No. 1 defensive priority. No firefighter should be injured on a defensive fire.**

Defensive operations represent a standard organizational response to situations that cannot be controlled with offensive tactics. The fire is producing too much heat and conditions are simply too dangerous to get near. It doesn't mean we just pick up and go home. When advanced conditions create defensive situations, we respond, set up yellow tape, stay out of the collapse area, limit the spread, pump and apply a lot of water and stay till the end. Then we all go home okay.



# Defensive Tactical Priorities

A defensive situation is where the incident problem has evolved to the point that lives and property are no longer savable, and offensive tactics are no longer effective or safe. The entire defensive strategy is based on protecting firefighters. Company and D/G supervisors need to establish and enforce a perimeter around the hazard area—*this perimeter must not be crossed*. Again, **no firefighter should ever be injured (or exposed) during defensive operations**. Let it burn. Have everyone go home the way they showed up: alive and uninjured.

## Basic Defensive IAP

- Identify critical fireground factors
- Quick determination on the need for additional resource
- Evaluate fire spread/write-off lost property
- Search exposures
- Protect exposures
- Prioritize fire streams, provide big, well placed streams, pumped water
- Surround and drown

**ALL DEFENSIVE  
FIRE OPERATIONS  
SHALL BE  
CONDUCTED  
OUTSIDE OF THE  
COLLAPSE ZONE**



# Defensive Tactical Priorities

Arrangement becomes a major critical factor with defensive fires. The way the main fire compartment/area is arranged to its neighboring exposures will dictate our operating positions on a defensive emergency scene. All exposures, both immediate and anticipated, must be identified and protected. The first priority in defensive operations is personnel safety; the second is exposure protection.

One thing that greatly reduces firefighters' "creeping" toward the fire area is shutting down all small-diameter handlines (unless they are being used to directly protect exposures). This also diverts that water into master-stream devices that can apply large amounts of water directly on the fire and the exposures.

## Rules of thumb for defensive water application:

- Master streams are generally the most effective tactic to be employed in defensive operations.
- Command must consider the effectiveness of aerial water application vs. ground operated master stream devices.
- A standard master stream flow of 500 to 1000 GPM should be the guideline for all master stream flows.
- Small diameter handlines not directly protecting exposures should be shut down.
- When the exposures are severe and water is limited, the most effective tactic is to put water directly on the exposure.
- Once exposure protection is established, attention may be directed to knocking down the main body of fire and thermal-column cooling.
- In the defensive strategy, fire under control means the forward progress of the fire has been stopped and the remaining fire can be extinguished with the current on-scene resources; it does not mean the fire is completely out.



# DFD Incident Command System (ICS) Deployment- Function 5

1. Hazard Zone Deployment
2. Accountability
3. Staging (Tactical Reserve)
4. Rehab



# DEPLOYMENT

Deployment is the most “functional” command function. The IC is responsible for the initial and ongoing resource deployment required to support the incident operation. The basic objective of incident deployment is to provide a steady, adequate stream of appropriate resources—people, equipment and systems—at the right time, in the right place and performing correct, standard action.

Well-designed, practical resource-management procedures and quick, effective command deployment provide the organizational structure and command plan that drive on-line incident resource acquisition and utilization. Simply, this involves the IC acquiring the right amount of stuff to engage with the incident problem and then using that stuff effectively and safely to complete the tactical priorities for the incident.

# Know Your Local Resources: Amount, Capability & Response Time

The IC has to match (and manage) the work that must take place at the incident scene with the people and equipment that will be doing the work. Matching these two constants (tasks and workers) requires the IC to have a good grasp of the personnel, equipment and apparatus in the area, as well as the systems used to activate and manage those resources.

We are not the lone emergency-service providers. It is not uncommon for five or more different agencies (fire department, law enforcement, power/utility company, Red Cross, etc.) to respond to Mrs. Smith's house fire. The IC must consider the participation of other incident players and agencies and incorporate their involvement into everyday operations.

The IC must connect the incident's profile to the profile of the local-deployment process by quickly answering a set of related questions that create a basic response profile for the incident:

- What resources are on the scene?
- When will the other responding resources arrive on the scene?
- How much work can the responders on the initial assignment do and for how long?
- How much work exists beyond the capability of the initial assignment?
- How many geographic/functional areas need resources to cover the incident and get ahead of the power curve?
- What additional resources are required?
- What are the profiles of the additional required resources (who/what/where/when)?

The IC must automatically, instinctively and quickly develop and compare these two profiles (**event vs. response**) and then call for the additional resources necessary to effectively engage and overpower the incident problem.

# Base the Call for Resources on the Event Profile

Base your call for resources on the most rapid, accurate, current and forecasted event profile you can develop based on the incident's critical factors and the tactical priorities.

The IC manages the tactical and task levels of the organization in order to achieve the tactical priorities. The last thing the IC (or anyone else) wants is to run out of resources before they've safely concluded incident operations. The IC experiences a very sick and lonely feeling when they discover important tactical work is required, but there are no resources available to complete it.

A lack of adequate resources presents a huge safety issue. Firefighters generally work hard until all the work is done. When critical tasks remain, but there are no more resources available to complete those tasks, firefighters will try to get the jobs done any way they can. This can lengthen interior work times—causing depleted air supplies—and the uncovered critical areas could negatively impact everyone working in the hazard zone.

The IC's initial size-up process includes determining the companies/units, equipment, personnel and specialized help required to perform (and complete) the job, and then making sure those resources are on the way. The experienced IC uses a combination of past experience and pessimism when determining the resources required to conduct safe, efficient incident operations.



# MONITOR & MANAGE WITHIN ON-LINE RESPONSE TIMES

Monitor and manage within on-line response times—this includes the IC's considering the time it takes to get the right amount of resources into the work area.

Once the IC has made the initial resource-level evaluation and determination, they must continually assess whether enough units are present to control the incident problems. Making resource-level decisions is one of the IC's critical, ongoing functions, and Response times for additional unit vary depending on what District you are in and which units may be out of position.

# Use Staging, Assignment & Accountability SOGs to Get Firefighters into the Standard Work Cycle

The IC is the resource allocator for the incident and is responsible for managing the work cycles of all assigned resources on the strategic level. The cycle looks like this:

1. Dispatched
2. Responding
3. Staged
4. Assigned to incident by the IC
5. Working or assigned as tactical reserve
6. Rehab
7. Ready for reassignment

This creates a resource-delivery system that allows the IC to deploy resources according to their incident action plan. It also provides a system that allows the IC to manage accountability on the strategic level. If companies do not stage when they get to the scene, they will not be assigned according to the IC's plan. They will assign themselves according to their own freelance whims. Freelancing makes any incident management system fail.

Once assigned to operational positions, units must operate within the accountability SOGs. The foundation of accountability SOGs is that crews stay together and always maintain the ability to exit the hazard zone.

Firefighting is very strenuous work. If the IC doesn't provide worker rehab as necessary, the fire incident can quickly become a medical incident—hauling heat-stressed firefighters to the hospital. It isn't very nice when the IC does this, so rehab must be a regular, standard piece of incident operations. A proper rehab division/group allows the IC to put assigned resources through the standard work cycle several times.

## Staging

Level 1 and 2 staging procedures place resources into positions where the IC can assign them based on their incident action plan. When the IC identifies a task, they choose the proper resource, confirm its availability and order it into action. Managing incident operations in this fashion allows us to coordinate and incorporate the efforts of multiple units into a single, cohesive operation (IAP).

**Level 1 staging procedures are not automatically activated when the officer of the initial-arriving Truck/Rescue/Chief gives the initial radio report and assumes command.** Level 1 staging causes all later-arriving resources to stage in an uncommitted position and announce over the tactical radio channel that they are staged in a direction relative to the scene and wait for an assignment from the IC. Level 1 should be considered after the arrival of the first arriving truck company (IC No. 1) and/or the first chief officer. In our system, the first alarm assignment should respond directly to the incident scene and initiate standard company functions, unless the IC orders level 1 staging.

# Level 2 Staging

Level 2 staging procedures are normally used for greater Alarm/assignments. Level 2 staging is defined as *a central location, adjacent to the incident scene where we assemble later-arriving resources*. Level 2 staging should be close enough to the scene to provide timely access, but also located out of the way and in an area not exposed to incident hazards (cold zone). **The IC should identify a Level 2 staging location when calling for additional alarms.**

The officer of the first unit to arrive to the Level 2 staging location should assume initial-staging manager responsibilities. This responsibility can be transferred to later-arriving officers if needed. The Staging Manager should log units as they arrive to the staging location and keep command updated on the resource levels within the staging area.

**Whenever possible place units assigned to Level 2 staging on a different radio channel.** This frees up available airtime on the tactical radio channel. It also allows the IC to focus on the units assigned to the hazard zone, helping to eliminate radio distractions from later-arriving resources that want to know where the Level 2 staging area is located.

# HAZARD-ZONE DEPLOYMENT

**The Deployment of Resources into a Hazard Zone requires the IC to:**

**Assign  
Track  
Manage  
Rotate  
Rehab  
Decommit Companies**



In this second segment of Deployment, we'll take a look at how the IC actually assigns and manages tasks in the hazard zone.

The task-assignment process is where the action begins; it triggers the “business end” of the deployment function. This is where we physically go to work on the citizens problem. The IC uses the situation evaluation and the basic event profile to evaluate quickly the conditions making the event an emergency. The IC must determine the details of the major incident problem(s) and then convert each critical factor into a related tactical need. Simply, something is going on (problem) and a related something (generally manual labor) needs to be done to address it.

How responders are put to work when they arrive on the scene becomes an important part of the ICS. If this front-end management occurs in a regular, orderly manner, the hazard-zone workers become part of the IC's overall plan. This creates a safe and standard operational beginning. If those workers assign themselves to a place and function unknown to the IC, they make themselves unaccounted freelancers. Eventually, they will become out of balance with the IC's overall incident action plan. The essence of incident control is every boss's ability to create, manage and if necessary move the position and function of the resources they are responsible for.

# Company Status—Assigned or Unassigned

The IC is the resource allocator for the incident and is responsible for managing all assigned resources in the hazard zone on the strategic level.

The staging SOGs create a resource-delivery system that allows the IC to deploy resources according to their IAP. They also provide a system that allows the IC to manage accountability on the strategic level. If companies do not stage when ordered to by command, they will not be assigned according to the IC's plan. Freelancing causes incident management and accountability systems to fail.

Once assigned to operational positions, units must operate within the accountability SOGs. The foundation of accountability SOGs is that crews stay together and always maintain the ability to exit the hazard zone.

Once crews have reached the end of their work span at the incident, they need to be rehabbed, checked out and either de-committed from or re-committed to the incident. At smaller working events, the decommitment process is a fairly seamless process, but at larger working incidents it requires the IC to make functional assignments outside the hazard zone to manage resources not currently being used in the hazard zone. These assignments include Level 2 staging managers(s) and Rehab(s) D/G supervisors. For larger incident's involving lots of resources, ICs should implement a Logistics Section in the command post to help manage the resources outside the hazard zone on a separate radio channel. This limits unnecessary radio traffic on the hazard-zone tactical frequency.

# Personnel Accountability

The purpose of an accountability system is to track the location and objectives of all personnel operating within the hazard zone. An accountability system provides enhanced personal safety for individual firefighters. It also provides the tactical level and the IC with an improved means to account for all personnel working in the hazard zone.

Accountability is performed differently on each operational level (strategic, tactical and task), and it is much more than just a bunch of pieces of hardware. It's a mindset on all three of these levels. A strategically placed IC manages accountability with a digital tactical worksheet. A tactical-level supervisor will use an accountability board, and a task-level worker will use either voice, vision or touch (e.g. another member or on a handline) to manage their accountability.

# Personnel Accountability—Task Level

**Task-Level Accountability:** Companies working on the task level have the greatest stake in the accountability system because they operate inside the hazard zone. Company officers are the “safety” officer for their crew, and they must account for their members at all times.

Company-officer hazard-zone accountability responsibilities include:

1. Staying together as a company;
2. Always maintaining the capability to exit the hazard zone;
3. Not working past any crew member’s anticipated air supply; and
4. No freelancing.

**Here are the basic task-level rules (OSHA) for working in a hazard zone:**

- 1) No fewer than two personnel (with at least one portable radio for each two) should be assigned to a crew or team operating in the hazard zone.
- 3) All personnel shall stay in contact with their officer by either:
  - A. Voice
  - B. Touch
  - C. Sight
  - D. Radio
- 4) Company officers are required to give an accountability report upon exiting the hazard zone.
- 5) ***NO member shall operate in the hazard zone alone!***





# Personnel Accountability—Tactical Level

Generally, at the front end of escalating or large-scale events, the IC will assign the first-arriving company officer as a work location's initial D/G supervisor. These initial D/G assignments start to subdivide the incident scene early, and they keep the IC ahead of the deployment process. The IC can then assign more operational and command resources to these D/G supervisor as the incident requires.

Company officer D/G supervisor have the same set of challenges as the initial company officer ICs. They both end up in the hazard zone doing task-level work while supervising their own crewmembers. It is immensely difficult to supervise additional resources in an area when you have limited visibility, are attached to a hoseline and while accounting for all of your crewmembers.

ICs who assign three to four more companies to an active D/G can't expect a company officer D/G supervisor to appropriately manage and supervise all the assigned resource while working in a hazard zone, and tactical-level supervision should be upgraded as soon as possible.

As the IC assigns later-arriving chiefs assume D/G responsibilities, it quickly builds and embeds powerful tactical and safety elements across the entire incident scene. This places the IC in the strongest strategic position to manage accountability in a hazard zone.

There will be much more on the tactical-level accountability process in Function 6—Organization.

## Personnel Accountability—Strategic Level

**The IC manages strategic-level accountability through effective command and control; by assigning resources with specific tasks, locations and objectives and by maintaining an accurate, up-to-date tactical digital worksheet .**

The key to strategic-level accountability for escalated incident operations is to build an effective incident organization. It is the IC's responsibility to account for all resources in the hazard zone until delegated to tactical-level supervisors. The IC does this by assigning D/G supervisor responsibilities to company officers and/or command officers. These officers physically position themselves in their assigned area(s) and manage their piece of the incident operation. This places strong supervision, management and leadership in forward positions where the hazard is present. Organizing in this fashion greatly enhances firefighter safety and is the most significant tool the IC has in order to increase their strategic-level accountability capability—especially for escalating incident operations.

# Keep a Current Accurate Record of Resources on a Tactical Worksheet

The best way to remember something is to write it down. This is particularly true when you're managing something as dynamic and dangerous as a fire. The strategically placed IC has a continual deployment-management challenge to somehow keep track of what is happening. As more responders show up and go to work, and as the incident starts to move fast and spread out, these dynamic conditions can quickly exceed the IC's mental capability to maintain a current awareness of who's where, doing what.

A major deployment-management function involves the IC performing the on-scene "bookkeeping" that helps keep track of all the responders assigned to the incident and their ongoing operational status. The system also must account for the work in progress, the work still to be completed and everyone's safety. Assistant Chiefs shall use Tablet Command as a tactical digital worksheet to record resource details and work activities.

# Balance Resources with the Task (Don't "Over Task")

It doesn't make any sense to order a company to do more work than is realistic. In fact, it can be very dangerous; firefighters are very good at following orders and will attempt to carry out any firefighting task(s) the IC assigns them (even if it might kill them). When the IC orders a Truck company to "provide a roof report, secure the utilities, assist with search and rescue, provide lighting on the interior and start throwing salvage covers," they have unrealistic expectations and should go back and spend a couple of months working on a Truck company.

Another good example of "over ordering" is to order a company to get you an "all clear" on a 12,000-square-foot building. This would be a time-consuming task for a group of four people to perform in perfect conditions, without wearing any PPE or dragging a hoseline behind them. Again, firefighters will try to complete all the tasks assigned to them. An IC's orders must be based on reality. Reality-based orders greatly enhance worker safety. The IC should also base their assignments on the capabilities of the company/unit receiving the order. Engines should be assigned engine work, trucks should be assigned truck work and Rescues should be assigned Rescue work.

One of the constants for folks who operate in the hazard zone is the amount of time (and air) that an SCBA will provide. The IC cannot assign a 30-minute task that takes place in/around the products of combustion to a group of workers with a 16-minute air supply. This is a very reckless approach to conducting incident operations and, when done over a period of time, can produce injuries and possibly lead to firefighter fatalities.

# Always Maintain an Appropriate Tactical Reserve

Appropriate tactical reserves are a beautiful thing. Once the IC has covered all of the key tactical positions around the hazard zone and has backed up the most critical positions, they need to resist the temptation to assign other resources as soon as they report they're staged. The wise IC will always hold a little back.

These uncommitted resources can be used to fill any unexpected holes in the IAP, or they can be utilized to assume exterior staging. These uncommitted resources become the foundation for "Plan B." They also prevent that queasy feeling the IC gets in the pit of their stomach when some urgent need suddenly presents itself and everyone else is already committed to incident operations.

"Appropriate" means not holding an alarm and a half in reserve for a simple room-and-contents fire in an ordinary, 1,600-square-foot, single-family house. It does mean holding back a lot more than a single engine company for an offensive firefight in a large commercial structure once you have adequately covered all significant areas.



# Use Command to Manage & Escalate Operations

The IC controls the deployment of assigned resources by decentralizing the incident scene and making D/G assignments to areas where the work is actually taking place. D/G supervisors manage the deployment (i.e. the position and function) of their assigned resources. This provides a higher level of supervision, management and all-around safety for all the incident players, particularly the ones operating in the hazard zone. It also allows the IC to manage a rapidly escalating event and stay focused on the strategic level.

When the IC requests a greater alarm, Level 2 staging procedures are recommended. This puts resources close to the scene, in a centralized location. Escalating events will also require more organizational support. These command/organizational support roles must be included in greater alarm dispatches to assist the IC in managing additional resources and filling the critical positions needed for larger-scale events, e.g. hazard-zone D/Gs, rehab, staging, etc. Supporting the IC in this fashion strengthens command and keeps the IC ahead of the curve.

# Firefighter Survival

A firefighter's hazard-zone survival totally depends on an effective size-up and managing their air supply.

Safe and effective operations begin by sizing up the incident's critical factors and then developing a rational strategy and IAP that matches the incident conditions. Once a firefighter puts on their SCBA face piece, starts breathing air from their bottle, and enters into an IDLH (immediately dangerous to life or health) hazard zone, their life is totally dependent on the air they take with them and how they manage it.

The amount of **AIR** firefighters take into the hazard zone on their backs dictates how we manage and deploy these units in the hazard zone. The entire team must organize around the work-rest cycle and the workers' finite air supply. Units assigned in the hazard zone must always maintain an awareness of their air supply, and they must exit the hazard zone with an air reserve.

This third segment in Deployment focuses on the activities that must be performed to manage the workers' air supplies, the work-rest cycle and keeping firefighters safe.

# Task-Level Discipline



Fireground safety is everybody's responsibility. This includes all three working levels on an incident: task, tactical and strategic. One level cannot outperform the non-performance of another level. The task level is where the workers are exposed to the incident's problems and consequences can be severe (injury or death).

## **The following are the "Task Level Safety RULES":**

- Follow SOG's
- Get into the game properly
- Manage crew's accountability: voice, vision, or touch
- Manage crew's work cycle
- Always keep crew intact
- Always exit with a 33% air reserve



# Air Management

Again, members are totally dependent on the air they take with them into the hazard zone. We must base our operations around realistic (fact-based and science-driven) SCBA working times. Company officers must maintain an awareness of their crew's air levels, and the decision to exit the hazard zone must be governed by the need to maintain an air reserve should any sudden or unplanned events occur while exiting.

## **Air Management Guidelines:**

- Company officers manage their FF's air supply levels
- D/G supervisor manage their assigned companies work cycles
- Typical cylinder lasts an average of 16 to 18 minutes (45 minute rated bottle)
- Work cycle is 10 to 12 minutes based on the above
- Exit with a 33% air reserve
- Later assigned units to a D/G bring spare air cylinders to facilitate quick recycle times

**It is the IC's responsibility to allocate sufficient amounts of resources to key tactical areas early on in the event to prevent companies from working past safe air reserve times.**



# Work-Rest Cycle

ICs, D/G supervisor, and company officers must all agree to realistic SCBA work times in the hazard zone. These work times must give the workers a margin of safety in case something goes wrong while exiting. Company officers must manage this on the task level and keep the IC or D/G supervisor informed of their crew's air supply and projected work times. They must also base their decision to leave the hazard zone on their air supply—not on being relieved or whether problems still exist in their D/G.

ICs and D/G supervisor must request and assign resources around the predictable working SCBA timeframes to ensure that workers are not compromised in the hazard zone.

# The Tactical reserve Deployment Model

Once the IC has deployed units to the critical tactical areas around the incident scene, they must then take a proactive, aggressive approach in assigning additional resources to those D/G key tactical positions. This is best achieved by assigning later-arriving, staged resources as Tactical Reserve crews to those areas as soon as they arrive in their staged positions. Layering Tactical Reserve crews around the fireground also provides the IC with a rapidly assignable crew to manage the standard work/rest cycle as well as sudden or unexpected incident events.

"Tactical Reserve" is defined as *a forward-staging position located just outside the immediate hazard zone, safely distanced from the entrance of a tactical position, D/G.*

Tactical Reserve crews are supervised by the D/G supervisor or the IC, and they will remain in reserve until the D/G or IC assigns them. The most likely assignments for Tactical Reserve companies are:

- Immediate/critical task level interventions
- Crew relief within an assigned D/G
- Any other tactical position the IC assigns



# REHAB

Rehab is an assignment to a formal rehab location (close to the emergency scene in the cold zone) where Units will be medically evaluated, rehydrated, and replenished.

Rehab should operate on the Staging/logistics channel and will inform the command post when they are close to the scene. The IC or Logistics manager will inform the rehab unit where to set up on the incident site. The Rehab manager is usually the individual who drove the Air light unit to the scene, but the Rehab officer should be upgraded as required. All necessary medical personnel shall be assigned to Rehab to monitor members' welfare.

D/G supervisor and company officers working a hazard zone are responsible to monitor the welfare of their personnel at all times and determine if D/G recycling or a formal rehab is appropriate. When a formal rehab is appropriate, the D/G supervisor or the Company officer will notify the IC of a status change and the re-assignment of a company to Rehab. The IC must notify the Rehab manager of all units who are re-assigned to Rehab





# DFD Incident Command System (ICS) Organization- Function 6

1. To develop an effective incident organization using Divisions and groups to decentralize & delegate responsibilities.



## Command Function 6—Organization: To develop an effective incident organization using Divisions and groups to decentralize & delegate responsibilities.

The majority of incident-management problems can be traced back to some type of strategic or organizational snafu. This is one reason small-scale incidents tend to run more smoothly than their large-scale counterparts. Small events require fewer resources and tend to end quickly. Things significantly change when operations escalate beyond the initial attack wave's control, and we call for additional resources.

We have a system in place that allows the IC to decentralize the incident scene quickly into safer, smaller, more manageable and more effective work units. We have and use an organizational system so the IC can manage the incident. Effective incident-scene organizations don't just happen by accident. They are the product of all participants coming together before the incident to determine how they will arrange themselves and operate together on scene, and how they will play their assigned roles.



# Quickly Develop an Incident Organization to Keep Everyone Connected

The IC does the first five functions of command to take control of the incident, identify the incident problem, determine the best solution, communicate the problem and the plan to all the incident players, and assign resources to solve the problem. The IC accomplishes this within the first few minutes of arriving on scene.

Assigning initial companies to each key tactical position helps implement the IC's IAP from the beginning of operations. Company officers must manage and supervise their crews and assist as needed with completing task-level activities. They are in the worst position to manage full-blown, large-scale D/G operations, but they provide us the earliest chance to establish the initial attack position and work toward completing the tactical priorities in that area. Company officers initially assigned to attack positions become the IC's reporting agents (CAN reports). When resource requirements exceeds 3 or more companies or the hazard level within the D/G escalates, the IC manages their span-of-control by assigning these active attack positions to a Tactical-level boss who is responsible managing operations in the D/G.

Reinforcing the operation (via transferring command to a strategic-position IC & assigning D/G supervisors to escalating attack positions) provides the most effective and safest solution to managing hazard zone operations.





# Match & Balance the Command Organization to the Size, Structure & Complexity of Operating Resources.



Most offensive firefights don't last very long. In many cases, the initial companies quickly solve the incident problem and the incident-management system doesn't escalate beyond that level. This is a good thing.

When the incident *does* escalate beyond the first wave's capabilities, it's time for the IC to reinforce and expand the strategic and tactical level of the incident organization. This must be a regular, ongoing part of the incident-management system. If we use the same management structure to conduct hazard-zone operations at a large, complex incident as we do at a small, routine event, we are asking for trouble. Effective supervision and management are connected to rank and authority. Reinforcing the operation assigns strategic and tactical-level supervision to chief officers. This is the foundation for span-of-control and how incident organization is used to provide support and improved firefighter safety & survival to the task-level.

This system provides for the orderly transfer of command from initial IC to a strategic-positioned IC. The command transfer process allows for a seamless upgrade to Command's capabilities. Assigning later arriving command responders to manage active attack positions provides tactical-level supervision for those areas. It places an officer in charge of each area where multiple (3 or more) companies have been assigned. Organizing in this fashion is the most powerful and organic system for Command to manage their span-of-control. The IC "owns" all task level companies until they have been assigned to a D/G/Tactical boss. This is evidenced by any situation that creates a firefighter mayday. A company officer doesn't have the organizational clout to manage other company officers (plus they were never intended to). This is our standard approach for managing the hazard zone.

The IC must always operate in the mode that best allows them to manage the position and function of all assigned resources. The incident organization must match and keep pace with the deployment of companies, personnel and other resources. Each tactical area must be able to provide for the ongoing safety and survival of all assigned personnel.



# Forecast & Establish Geographic & Functional D/G supervisors



The strategically positioned IC must have a system that ensures the rate at which they assign companies never exceeds their span of control. The IC does this by dividing the scene into smaller, more manageable tactical subdivisions.

Tactical subdivisions on NIMS Type 4 and 5 incidents are typically called *divisions* or *groups*. ICS/NIMS uses the terms *divisions* and *groups*. A *division* is a geographical subdivision of the incident site, and a *group* describes a functional work group that is not necessarily tied to a specific location.

Determining the key tactical positions is part of the IC's initial and ongoing size-up. These key positions become the basis for assigning units and D/G-supervisor responsibility. Forecasting these needs as part of the initial size-up also gives the IC a general idea of how many resources they will ultimately need. The IC then prioritizes the order in which each of these areas is addressed.

# Accomplish Effective Delegation & Span of Control Management Through Early Subdividing



Task level supervisors are working members of their company. They do not operate in a position that allows them to manage active attack positions (any position requiring 3 or more companies). We get away with this practice every time the initial operation solves the problem without incident. Using working company officers as D/G bosses DOES NOT improve the IC's span-of-control because the IC is responsible for all operating task level resources that have not been assigned to D/G/Tactical level bosses.

The IC can't remain strategic very long if they have to manage a rapidly escalating event on a company-by-company basis. Having three D/G supervisors manage nine individual companies takes the span of control's positive effects to the third power. This is an example of saying it cuts the IC's span-of-control responsibility by two-thirds.

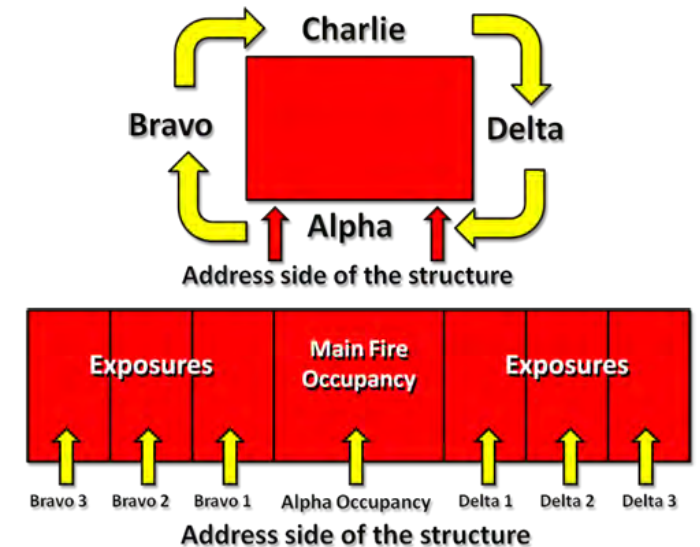
The same span-of-control issues that affect the IC also apply to managing tactical areas. The initial company officer assigned to each tactical area can initiate and establish operations but being a task-level worker with a limited air supply limits their management capability. Tactical areas that will require cycling multiple companies in, out and back into the hazard zone must be upgraded with dedicated tactical bosses. This is the major difference between initial and reinforced hazard-zone operations.

# Correctly Name Divisions & Groups

Correctly naming D/Gs eliminates confusion. When the IC assigns an engine and a Truck company to the Alpha Division, they shouldn't be surprised when they end up on the Alpha side.

By delegating, the IC chops the incident scene into more manageable pieces. The D/Gs are the areas where companies do their work. This facilitates accountability for everyone. The IC eliminates any mystery when the D/G's name matches its geographic position or function.

In our systems, this is done geographically—Side Alpha, Bravo, Charlie, Delta and Roof (typically the address or street side of the building is marked "Alpha").



# Assign & Brief D/G Supervisors—Provide Objectives



When the IC orders an initial company (and its officer) to the incident scene, they provide that assignment's objectives. This is the way we begin incident operations. Very rarely, if ever, does the IC have a face-to-face briefing with the initial units assigned to the incident. As the operation continues and chief officers assume D/G-supervisor responsibilities, the IC will give a more detailed briefing that includes all resources assigned to their tactical area.

Company officers assigned to the attack position with no D/G boss should be given achievable objectives. The IC needs to remember that company officers will participate in the physical, task-level activities required to achieve those objectives. They will also be operating in the noisy, busy conditions. Fire companies focus on completing whatever task the IC assigns to them.

The IC should assign tasks that units have a realistic chance of completing and provide back up for those units. The IC should assign multiple units to large problem areas, and then reinforce those D/Gs with chief officers in order to address the incident's problems effectively and ensure firefighter safety.

# Communications Flow Plan

Generally, the IC will communicate with a couple of engine companies and a truck company at small, routine incidents over a single tactical radio channel. The incident organization should reflect this. One would not expect to find a full command team with all the section positions at the scene of a room-and-contents fire in an ordinary house. On the other hand, it is inappropriate for a single IC to manage a large or complex incident using the same communications and organizational model they use to manage a house fire.

# Operate on the Strategic Level. Support Tactical & Task Levels.

The IC builds the appropriately sized incident organization so they can operate on the strategic level. The strategic level is responsible for performing the eight functions of command. The most important thing about the organizational levels—strategic, tactical and task—is that the strategic and tactical levels exist to support the goals of the task level. The task level is where the citizens gets saved, their stuff is protected and the problem is solved. Task-level activities will always be more effective and safer when managed with the right amount of strategic- and tactical-level supervision and leadership.

The IC identifies the correct strategy, then develops and implements the IAP. The IC assigns tactical-level responsibilities to tactical-level D/G supervisors who supervise and manage the work being performed. The task level does the work that solves the incident problem(s) and achieves the tactical objectives. Effective incident organizations keep the strategic, tactical and task levels connected and aligned.

## Evaluate Progress Reports. Assist & Coordinate D/G Activities.



The IC assigns D/G responsibilities and objectives to put the IAP in motion. After the IC gets the right amount of resources and management in place, they are in the strongest position to manage the continuing attack. After incident operations have begun, the IC uses progress reports to keep the strategy and IAP current. The IC must also coordinate activities among D/G supervisors.

# Choosing Good Tactical Supervisors

Command should always work to assign strong tactical level supervisors. It is difficult at best for your first arriving engine who is engaged in the fire fight to be your group supervisor. Consideration should default to a later arriving Chief officer or, in this situation, the second arriving engine who is bringing a back-up line is in a much better tactical position to carry out the communication of the fire attack group.

Tactical Supervisors should be right on the edge of the IDLH atmosphere popping in for face/face communication, then backing out for CAN Reports with their regulators off when possible for more effective communication.



# IC Serves as the D/G's Resource Allocator



The IC determines the strategy, formulates an IAP and makes assignments to the key tactical positions around the incident site. This front-end investment places task-level supervisors (company officers) in key operating positions. These officers are in the best position to carry out the IAP for their area of operations.

The IC should avoid automatically assigning more resources to these officers/positions. Once the system is implemented, these officers should report to the IC on the conditions in their area, the actions they are taking and any necessary resources or support. This allows the IC to operate on the strategic level, serving as a resource allocator to these working companies based on each attack positions needs.

The IC talks (gives orders and makes assignments) to establish the organization and implement operations. After the organization is in place, the IC should shift from primarily talking to mostly listening and reacting to the CAN reports. In many cases, this is all that is required to keep the strategy and IAP current.

# Limit Units Assigned to D/Gs to 4 to 5

Five is the optimal number of units a well-supported D/G supervisor operating outside the hazard zone can manage in a forward position. A D/G supervisor managing in this fashion is beyond the products of combustion and the incident hazard. They can write down and track assigned units from the outside and to monitor/evaluate conditions and control efforts. In many systems, later-arriving chief officers fill these D/G-supervisors' positions.

A company officer who is managing and assisting their crew inside the hazard zone has their hands full. It is absurd, dangerous and incorrect to expect this company officer to manage five other units effectively and safely as a D/G supervisor. In most cases, the 2nd company assigned to the attack position is assigned to that location to back up or provide tactical reserve. This places a working company in charge of the current operation in that area/position with their relief crew positioned in the warm zone. When operations in that area requires multiple working companies supported by tactical reserve companies it becomes an attack position that must be assigned to a D/G/Tactical level supervisor.

Some D/Gs can manage more than five units. These are typically Groups that operate outside the hazard zone. Staging and Rehab are both examples of Groups that routinely have more than five units assigned to them, particularly at large-scale events.



# DFD Incident Command System (ICS) Review, Evaluate, Revise- Function 7

Confirm current IAP meets incident's tactical requirements & adequately provides for worker safety; identify and address areas not covered.



## Review, Evaluate, Revise: Confirm current IAP meets incident's tactical requirements & adequately provides for worker safety; identify and address areas not covered.

The biggest reason we continuously perform size-up, evaluation and revision is so our workers can operate safely, complete the tactical priorities, and go home unharmed after the event.

A standard frontend ensures our incident operations remain under control from the beginning of the event and assures those operations occur within a structured plan. When the IC performs the standard command functions from the very beginning of the incident, it provides a basis for any revisions required to match the strategy and IAP to current conditions. The ongoing evaluation of the incident's critical factors is the basis for setting up the IAP *and* keeping it current.



# Carry Out All Command Functions in a Standard Order



The initial IC performs the first six (6) functions of command during the first minutes of incident operations. The functions are arranged in the natural order the IC performs them. This provides a standard system for managing the emergency service we deliver. The regular, ongoing use of this standard system builds familiarity among all the incident players. This makes our incident operations much more predictable, effective and safe.

The command system is designed to achieve the tactical priorities in a regular fashion. The IC uses the system to:

- **Control the incident**
- **Determine the scope and size of the incident problem**
- **Manage incident communications**
- **Request and assign resources**
- **Determine the appropriate strategy and IAP**
- **Decentralize the management process by assigning D/G supervisors**
- **Review and evaluate operations and make required changes**
- **Upgrade/Support command as required**
- **Terminate command when the event is complete**

# Implement Command Elements Early to Enable Midpoint Review & Revision

When we implement these regular command-system elements from the beginning, they provide the framework for midpoint review and revision:

- ⑩ **Strong, standard command positioning**
- ⑩ **D/Gs**
- ⑩ **SOGs**
- ⑩ **Size-up/risk-management plan**
- ⑩ **Strong communications**
- ⑩ **Standard strategy/action planning**

The review process is nothing more than a continuation of the system we used to commence operations. If the IC didn't perform the first six functions of command during the initial stages of operations, it is almost impossible to make necessary changes and adjustments as the incident progresses.



# Receive, Confirm & Evaluate Conditions: Progress Reports

The IC uses visual size-up and progress reports as the basis for Command Function 7. The visual information is limited to the IC's physical command position. If the initial IC is operating in the command position (usually a company officer), their view is limited to their current work area. If the IC is operating in the Strategic command position, they should have a pretty good overall view of two sides of the incident scene.

The system's goal is to place an IC in a Strategic command position as quickly as possible. The IC can then monitor the operation's overall effect on the incident problem. The IC receives IAP information from the operating D/Gs. This information should include a description of the critical factors and should start to reveal any critical unknowns in that D/G. The IC can see overall conditions from the command post and can determine whether conditions are getting better or worse.

The "command" part of incident operations must also keep up with the incident's deployment requirements. Positive incident outcomes depend on how the IC manages the incident, including both the overall strategy and the IAP. The IC needs the appropriate level of command support to implement the plan and keep it current throughout the incident.



# Use Strategy & Action-Plan Review as the Revision Checklist

## Use standard strategy/action plan review items as the checklist for:

- \* **Firefighter safety**
- \* **Does strategy match conditions**
- \* **1, 2, 3 priority progress**
- \* **Correct action**
- \* **Location of attack**
- \* **Size of attack**
- \* **Timing and support**
- \* **Adequate back up**
- \* **Adequate resources**
- \* **Have a Plan B?**

IAP No. 1 is in the initial radio report; it establishes that someone has arrived on scene, describes the incident problem, identifies the incident strategy, describes the action taken and confirms an IC is in place. The minute or so the IC spends making a good initial report wraps together the first six functions of command and serves as the foundation for the first IAP. In many cases, this solves the incident problem. We put out the fire and search the occupancy, and then we revise the IAP from one that targets search, rescue and fire control to one that focuses on checking for fire extension, removing smoke, controlling the loss and stabilizing the problem. After achieving these operational targets, we shift the IAP again; focusing on rehabbing personnel, fire investigation, securing the property and turning it back to the citizen, and making sure the citizen has the necessary after-fire support. The IC begins the operation with an IAP that gets revised two or three times for a simple contents fire, requiring the commitment of three or four tactical units.

When the initial IAP doesn't solve the incident problem, the IC must revise it based on the bullet points listed above. This process should start with making sure firefighters are operating in safe positions and that the strategy matches the conditions. This is a very dynamic process that requires a fully conscious and alert IC.



# Quickly Make Transitions Based on the Safety Profile of Changing/Forecasted Conditions

## Quickly make transitions Based on Changing/forecasted conditions:

- \*Feedback from D/G's
- \*Quick evaluations
- \*Move the troops
- \*Regroup-Go to plan B



After the IC's assigned resources have had a chance to assume their key tactical positions and begin operations, the IC must quickly determine their effectiveness. In general, a well-executed, offensive fire attack will quickly control the fire. If the fire continues to grow despite control efforts, it is a sure sign the current plan is not working. The IC must quickly determine whether they can solve the problem by reinforcing current positions or establishing key attack position/s that aren't yet covered. If the fire is too big to control with handlines from interior positions, a strategic change is required. This decision must take into account how long it will take to get the required resources into position, and how long it will take to evacuate and account for interior crews if conditions continue to worsen.

If the IC determines it is no longer safe for fully protected firefighters (who are operating within a well-managed system) to operate in the offensive strategy, it's a safe bet there is nothing left to save. When there is nothing left to save, the risk-management plan tells us we will not take a risk.

# Quickly Provide “Salvage Command” if Necessary



No, this isn't about loss control and task-level salvage work. It's more about clusters.

One of the key size-up items IC #2 (first arriving Chief) must consider is whether the initial attack wave is well managed and under control. With fresh eyes, this later-arriving IC must review the incident conditions and the actions taken to control them. The new IC should be able to figure out quickly whether things are happening according to SOGs, within any kind of sane and lucid IAP, and according to their expectations.

IC #2 should be the most skilled and effective command person on scene at that point in the operation. They must have the ability, confidence, presence, etc., to quickly transfer command and do whatever necessary to get the incident back under control if things are out of balance (screwed up).

The new IC, along with all other humans, may not be able to have a positive impact on incident conditions. The areas they can impact, and the biggest reason we send them to the scene, is to manage overall strategy and firefighter safety. If IC #2 pulls up and finds the initial attack wave in an earnest offensive struggle with what is clearly a defensive, no-win fire, they must quickly pull the plug and get everyone to safe positions. This is the most important IC activity—making sure everyone finishes their shift.

# DFD Incident Command System (ICS)

To continue, support & terminate command- Function 8



# Command Function 8: To continue, support & terminate command



It is counterproductive to build a command organization large enough to manage the invasion of a foreign country for a simple two-engine, one-truck assignment. Our objective is to provide enough command to manage the required units for the necessary length of time in order to achieve the tactical priorities.

The IC's ability to conduct command operations over this time period determines the entire operation's overall effectiveness. Every tactical situation involves a different combination of elements that affect the operation's length and intensity. A bedroom fire in a small house may require a short, fairly low-intensity effort, while a working fire in a larger, more complex, commercial "target hazard" may present a long, high-intensity command effort.



# Assume, Maintain & Upgrade

Offensive incident operations usually begin with a company officer IC operating in the initial command position. This ends when the incident problem is solved or when command is transferred to an IC who will operate in the Strategic command position. This is usually a chief officer operating in a command vehicle. Command is reinforced as later-arriving chiefs arrive on scene and support the IC. Depending on arrival order, and SOGs, these later-arriving officers can become D/G supervisors, or they can fill the roles necessary to support command , establishing a command team. The command team will usually operate from a larger command post. As later-arriving officers become available, they can fill sector officer or section chief positions, or they can fill other roles required at that point in the operation.

# Use Standard Command Transfer (Both Ways)

We transfer command from a company officer to a chief officer to ensure we have the command level necessary to conduct safe, effective incident operations. This requires a regular, known system. There should be no mystery about who the IC is or how command is transferred. When we transfer command from the initial IC to the second-arriving IC (usually a chief), it must be clear that command has been transferred from one person to the other.

Typically, this transfer will take place over the tactical channel. The new IC contacts the current IC and lets them know they are on scene and will transfer command. Part of the transfer process is the new IC getting a CAN report from the former IC to determine their immediate needs. After command is transferred, it's required to give the Dispatch Center an update and announce that you have taken command. This lets all the responders and other listeners know that command has been upgraded to a strategic, stationary position along with confirming that current strategy is still correct. If this level of command doesn't bring the incident under control, the IC will need support. This support comes when subsequent-arriving chief officers become D/G supervisors or fill command-team positions.

As the hazards subside and incident operations wind down, command can be transferred from the current IC back to a company officer or other person who will remain on scene until the very end. This is normally done at the end of the incident, after all the tactical priorities have been achieved, just prior to terminating the active incident. We use the same system to de-escalate command that we used to escalate it. The only difference, in many cases, is that we reverse the rank and position of the IC, matching the level of command to the current situation.

# Develop & Maintain Effective Fireground Communications

Command positioning plays a big part in effective fireground communications. The IC will run the incident over a portable radio. This level of command is used to manage the Initial Operation. Initial operations are managed by company officers. As command is transferred to an IC who will operate in the Strategic command position, both the IC's radio and their communication position (within a vehicle) improve. Transfer command to a Strategic-positioned IC is the first step in Reinforced Operations. The next (and final) element of Reinforced Operations is assigning D/G/Tactical-level bosses to any attack position requiring 3 or more companies or attack positions where firefighters are facing more hazardous critical factors.

As the command team assembles, the command post is upgraded and more people directly support the IC and incident communications. Escalated Command Operations are managed from a command post, which allows for using multiple channels to run the operation, logistics, safety, etc.

The IC requires a support system that allows them to stay in constant, undistracted contact with all the companies/D/Gs operating in the hazard zone.

# Develop & Support an Organization that Outlasts the Event

It doesn't make any sense to apply a 15-minute operation to a 30-minute problem. In fact, this is an extremely dangerous way to conduct day-to-day operations. It is also something that most of us do. This is because about 98 percent of the time, our 15-minute operation solves the problem. The possibly lethal payback comes from 2 percent of the incidents where our standard, routine and well-executed 15-minute plan doesn't work.

The IC's standard incident-solving approach requires support from a steady, timely stream of resources. We can usually accomplish our 10- to 15-minute plan with two to four engine companies and one or two truck companies. This is adequate if one or two engines and a truck company are all it takes to control the incident problem. Things get ugly when they don't, and the IC has to assign the remaining tactical reserve to reinforce existing positions or fill any uncovered positions. This depletes the tactical reserve (staged units) and puts the IC and everyone else on scene in the position of playing catch up.

The other problem associated with this approach is the way we manage these two different kinds of incidents. If the IC isn't performing the required set of management activities that allow them to escalate operations, it will be almost impossible to jump from a simple, two-engine, one-truck operation to a bigger, more dangerous six-engine, four truck firefight. The IC must begin and continue operations in a way that allows for continued escalation of operations.



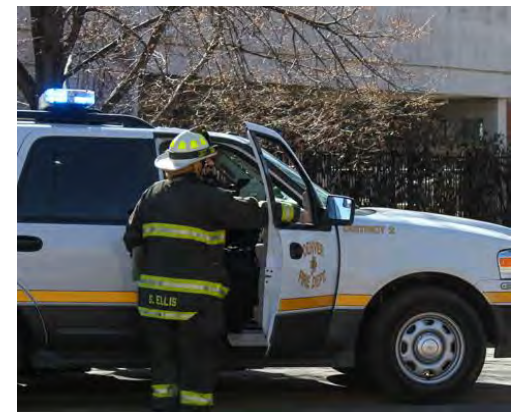


# Share All Pertinent Information Up & Down the Chain of Command

Sharing information is how we keep the IAP current and make sure our actions match conditions. The IC must receive any information that affects firefighter safety or that impacts the tactical priorities because we develop the IAP around these major information items. Much of this information makes its way to the IC via progress reports from D/G supervisors and forward-operating companies. The IC becomes the information hub, connecting all the incident players.

The IC also serves as an information relay, sharing critical information with the functional and operational areas that need the information. Critical information must be processed back into the IAP and shared with the people affected by it as soon as it is obtained. *Example:* Command has been transferred from the initial IC to one that will operate in the Strategic command position. The IAP is built around a fire in a single-story structure. There are already several crews on the interior of the building, and they are having difficulty locating the seat of the fire. The IC assigns the third engine company to the rear of the building. When the third company gets to the back of the building, they discover the back of the structure is two stories. This critical piece of information must be transmitted immediately to the IC because it impacts all tactical priorities and greatly affects firefighter safety.

We must share with everyone any critical information that affects all operational areas and/or has an impact on firefighter safety. The best way to do this is through the use of “urgent traffic.”



# Consider Life Safety, Incident/Fire-Area Profile, Incident/Fire Conditions

Life safety is one of the primary tactical priorities. Incidents that involve large and extended life-safety operations are big deals requiring lots of command support. These types of events often involve medical treatment and transportation components, which must be managed and incorporated into the IC's IAP. Every time we add another major management area, it takes more of the IC's limited attention (we're all human) and time. The IC must receive support *before* incident activities overwhelm them, because when the IC vapor locks, incident management goes out the window. The IC balances their span-of-control outside the command post by assigning D/G supervisors. Inside the command post IC support comes in the form of a Support Officer, Senior Advisor and any required Section Positions.

The incident/fire-area profile suggest the incident's possible size, scope and potential. This plays a large role in determining the corresponding resources required to bring the event under control. The layout of the incident terrain determines the action taken; how long it will take to engage the incident problem (how long it takes to get in and get out of the hazard zone); the resource level necessary to solve the incident problem safely and effectively; and the corresponding number of command-support players needed to manage incident operations.

The incident/fire conditions describe the incident problem. When we marry the problem to the incident profile, it should lead us to the required action. These two items represent the physical environment where we deliver service and conduct operations. A mathematical formula for incident operations looks like this:

**Incident conditions + RMP profile + incident strategy + tactical priorities = action taken.**

Action taken (including how much and what kind of action and where that action must occur) = resource level. The IC must always remain in control of the assigned resources' positions and functions. They must build a command organization that corresponds to this incident-management constant.

# Consider the Time it Takes to Complete Each Tactical Priority

The tactical priorities represent the core of the IAP at any given point during incident operations. The IC assigns units based on the incident's needs and its duration. One of the constants of deployment is the management of assigned resources. To that end, the IC begins incident operations by estimating the total length of time it will take to complete incident operations (a large apartment complex fire will last a lot longer than a small room-and-contents fire). This estimate allows the IC to break the entire incident operation into smaller pieces and time frames that correspond with the IAP that the IC implements, manages and revises throughout the incident.

In many cases, the IC will not begin incident operations with all the resources they will ultimately require. Estimating how long each tactical priority will take, along with how many people or crews it will take to accomplish them, gives the IC a general idea of how many command players they will need. For example, let's say the IC estimates that three or four crews can complete the bulk of the work in 10 minutes. They then need to consider the command chiefs' response time. Many times, if it will take 8-10 minutes for the next-due chief(s) to arrive on scene, company officers will have completed the tactical priorities in each attack position, eliminating the need to reinforce the operation with D/Gs. As long as the resource levels are responsible for don't go beyond their management capability, this is okay. But if the IC determines the incident is going to escalate beyond this resource level and time estimate (8-10 minutes), they must forecast the additional needs and call for the necessary command resources (chiefs). Having the required resources arrive on scene 10 minutes after you needed them produces nothing but frustration.



# Keep the IAP Going & Growing as Necessary Via Command Support

The IC uses the first five functions of command to implement the incident operation. They use the sixth function to subdivide the incident scene and assign officers to manage the different areas and functions required to achieve the incident goals (tactical priorities). The seventh function has us evaluate our effectiveness and make any necessary changes. The eighth function deals with how we support the IC and keep them in control of incident operations.

A lone IC is not able to manage a rapidly escalating event that has three major operations happening in 12 different D/G's across a single incident site (a fire, evacuation and mass casualties, for example). A general rule of thumb: *The level of IC support is directly related to the incident's size and hazards, the complexity of the IAP, and the number of required resources.*

# Estimate the Duration of Command

Estimating the duration of the command operation helps identify several incident-management issues, such as the size of the required command organization and how long the incident will last.

This size-up factor is based primarily on the incident's size and scope. The initial IC is usually a company officer who is busy with the first five functions of command. When the initial IC determines they need more resources, along with the corresponding higher level of command, they make the request, striking additional alarms. This request is generally part of the initial radio report.

The IC should forecast how long incident operations will last and how big the command organization needs to be. This determination should occur quickly, at least by the time command is established in a command post. If the incident is going to last beyond a certain length of time, for example, longer than a single command team can reasonably manage, a schedule should be developed. This schedule will manage command-team rotations, as well as rotations for any other staffing positions filled throughout the event.

Time and intensity determine how long the IC and the rest of the command team can remain in charge of an event.

Long, slow-moving events (burning debris piles with no exposures, defensive fires with no exposures, etc.) are not as stressful as more complex incidents with personnel operating in a hazard zone.



# Accept Support in the Process

The IC sends engine companies to support engine companies. Therefore, it makes sense to send more chiefs to support the IC. This in no way reflects on the IC's capabilities. We do this to make the IC more effective. Allowing yourself to accept support requires ego control. This becomes less of an issue as we use and operate within a system that makes IC support a regular, automatic part of incident operations.

When an additional chief arrives and asks the IC, "What's your plan?" it's not meant as a personal affront to the IC's skills. It's a question that should cause both the IC and the support officer to analyze the critical factors, verify the strategy, match the appropriate actions to the current conditions, and all the other elements that go into incident management.

# Command Team Members—The Incident Command

Highly trained, well-equipped, fiercely motivated firefighting companies can seem to accomplish the impossible. While this is a marvel to behold, it is a natural law (physics), that there is only so much work anyone can do. As an incident escalates, more engine and truck companies are required to bring the situation under control. The same is true for managing the incident. As the incident escalates, more command-team members are necessary. There is only so much commanding, controlling and communicating a single IC can do before vapor lock sets in.

Incident operations can grow and move very rapidly. The IC can quickly exceed their attention span and become overwhelmed with radio traffic; the tactical worksheet; information management; planning; forecasting; requesting resources; and fulfilling all the functions of command. The one thing the IC needs at this point is help. As incident-organization requirements mushroom, so must the ability to manage those resources. The IC cannot operate behind the veiled curtain of command, like the Great Oz.



# Implement- Management Sections Chief & Branches as Necessary

The IC and command team remain effective only when they operate on the strategic level. If they get bogged down in tactical- and task-level details, incident operations as a whole will suffer. The command team must use the different pieces of the incident organization to escalate operations and delegate detail management.

The command team's main goal and focus is managing the workers operating in the hazard zone. This includes confirming D/G/Tactical bosses supervise and manage active attack positions along with providing whatever technical support necessary (e.g., special operations, hazmat, technical rescue, etc.).

Large, complex incident operations require a larger command staff to manage any additional organizational positions. These positions provide logistical, planning and administrative support; they also fill safety and branch officer roles where needed.



# Section Positions

As incident operations escalate in time, size and complexity, the strategic-level responsibilities can overwhelm the command team. To avoid this command “overload,” we can quickly expand the incident organization by assigning section-level positions. These positions include:

- Logistics—Manages all of the resources required for the incident that **are not** assigned to the hazard zone. This includes Staging and Rehab;
- Planning—Examines the scope and size of the incident and creates the goals and objectives required to bring the incident under control. In most local Type IV and V events, the command team performs this function (the IC);
- Operations—The IC can assume this designation (ops chief) when a full command team is assembled. The Division chief of Operations or their designee will take over the role of IC and will manage the command-post operation. At no time does this designation mean that the ops chief should leave the command post and run around the hazard zone. The ops chief in these instances remains responsible for managing the units in the hazard zone and will still go by the designation of “command”;
- Admin/Finance—Tracks resources necessary to mitigate the event as well as their related costs. This section is usually implemented on a Type III, II, or I event. It is responsible for reimbursing agencies for the resources expended at an event; and
- Safety—This includes the concept of “embedding” safety elements and the communications flow plan the command team uses to connect all the different organizational elements to ensure workers’ safety in the hazard zone.

One of the keys to effective incident management is building the properly sized incident organization and support staff. The command team uses the section positions to delegate functional and support responsibilities. This allows the IC and the command team to focus solely on managing the resource in the hazard zone.

# Implement the Appropriate Branches When Required

Sometimes on the local level, *but not very often*, an incident may require most, if not all, of a community's resources (and the neighbor's community as well). These big-time, major incidents can quickly overwhelm command with multiple D/Gs. The next subdivision between command and D/Gs is a **Branch**. Branch officers operate on the coordination level and manage D/G supervisors that command assigns to them. Command should consider implementing branches when:

- The incident is forecasted as a major event that will eventually need many D/Gs
- The incident has two or more large, distinctive components (e.g., evacuation and medical)
- The incident covers a large geographical area
- Anytime the number of D/Gs starts to overwhelm command

The activation of branches signifies that the incident is going to be split into large, separate pieces. Each branch should operate on its own radio channel.

# Provide Rehab, Rotation & Relief for the IC & Command Staff

This should be a regular part of extended operations. The IC, command team, sector officers, section chiefs and everyone else operating at the incident scene will need periodic rehab, rotation and relief during the course of the incident.

Extended fire-incident operations are generally slower-moving, defensive events. During these types of operations, where no one operates within a hazard zone, a well-supported IC may be able to stay in command for several hours or more with only an occasional break for stretching, body functions and other needs. Incidents that last many hours or days require some type of rotational roster. Unusually stubborn incidents, where hours turn into days, require cycling companies (and shifts) in and out of incident operations.

Traditionally, the first wave will work for an appropriate period of time, working in operational positions, rehabbing and going back into service. It makes sense to replace the entire initial wave at the same time. This includes rotating the current IC and replacing them with a new one. This will be a big part of the IC's IAP—coordinating relief for the initial assignment. If the incident will last for several days, some type of regular rotation schedule should be formulated to provide relief at regular intervals, e.g., send fresh replacements every four hours or whatever makes sense. This allows the Dispatch Center to schedule move-ups and coordinate service delivery for the rest of the community more effectively. It also gives assigned crews a timeframe for how long they will be operating at the incident scene.

Fast-moving incidents with a high life-safety risks are stressful and can wear out the IC and command team very soon. While these types of incidents can be emotionally draining, they tend to end fairly quickly. The best approach for managing these types of events is to support the IC. An IC working in a well-managed and staffed command post is in the best position to manage a fast-moving incident with severe consequences. If this type of incident turns into an extended operation, the IC should be rotated out and rehabbed as soon as it is feasible to do so. This is much easier to accomplish when the IC is operating as part of a command team because two other people are familiar with the operation.

# Reduce the Command Structure as Part of the Ending Stages of Incident Operations

We use the same system to conclude incident operations that we use to expand the command structure for escalating events. As we complete the tactical priorities, obtain PARs and wrap up incident operations, the IC needs to develop a plan for the closing phases. At this point, the IC needs to get out of the command post and tour the incident site. During this “walk about,” the IC gets a firsthand look at the incident scene, talks with crews, decides what remains to be done and formulates a plan for scaling back the operation.

The command transfer is generally accomplished by transferring command back to an officer of a unit who will remain on the scene until the event is complete.

# Place Resources Back into Service with a Demobilization Plan

The IC's demobilization plan should begin with replacing the most fatigued companies first. If it will take some length of time to get these ready to return to service, they can remain unavailable until they get their rig restocked (hose loaded, fluids topped off, tools and equipment restocked, firefighter on-scene decon, etc.). This may happen on scene or at quarters. After apparatus is "service ready," the crew needs to do the same—adequately rehab, shower (decon) and change.

For large-scale incidents where lots of units will be going back into service, the IC needs to ensure that the correct number and type of resources will remain on scene until all the incident's needs have been met. This includes making sure the citizen(s) have any needed after-incident support (Red Cross, social services, insurance company, family support, etc.).

# Ensure that an Adequate Critique Process is Underway Before De-Commitment

The critique process is how we figure out what went well and what we could have done better. This is a key piece of the action-management cycle—develop SOG's, training, application, critique and revision. Revision (and improvement) is only possible if we conduct regular critiques.

Small-scale incidents generally end pretty quickly. This facilitates conducting the critique prior to everyone leaving the scene. The IC should lead this process and base the critique on the department's SOGs, the incident conditions upon arrival, the actions taken and the incident outcome. The most lasting lessons (or experiences) are the ones we review right after the event. The incident is still fresh in our minds, and we can actually see the end result of our actions. This also helps build working relationships with the folks who regularly respond together.

It is more difficult to conduct on-scene critiques at incidents that require large amounts of resources. These events tend to last longer, and the initial-arriving companies have often times been released from the scene by the time the operation ends. These incidents can be critiqued at a later date. Pictures, video, radio tapes and transcripts can all be very helpful in conducting these critiques. The most important goal of any critique, regardless of the incident size, is to improve our operations. Any significant lessons learned, both good and bad, should be shared with the rest of the organization. These lessons learned should be incorporated into department training.

Critiques must be conducted to improve incident operations. Critiques should not be a painful, flesh-tearing event. If they become a forum to launch personal attacks, no improvement will ever come from them. The opposite is also true. If they are nothing more than a group hug that glosses over serious operational problems, they are completely meaningless.

When the IC conducts critiques and asks simple questions such as, "What did you have when you got here, and what did you do?" people will get something out of them. Firefighters are brutally honest people and will tell you if they think they could have done something better. Allowing firefighters to describe what they saw and the action they took is extremely beneficial. First of all, it lets them know that the boss is interested and cares about the work they do. Secondly, it gives people the opportunity to explain what they did and why they did it. Most of the improvements in our equipment, procedures, apparatus, protective gear and service delivery are a result of our critiquing our own operations.

# Provide Required Critical Incident Support

We respond to all the nasty, grisly things that happen in our communities. Incidents that involve trauma, death and loss can be very difficult on responders. The critique offers an excellent forum for the IC to sit down with all the incident players to find out how well they are coping with the event. Just getting to sit down with your boss and co-workers to help make sense of what just happened is very therapeutic. The IC needs to make sure that everyone is stable, both physically and mentally, before they go back into service.

The best critical incident support happens before we respond to emotionally charged incidents. Working for an organization that cares about its members is the best preventive medicine. The organization shows its regard for the members in everything it does. The main areas include:

- How the bosses treat the workers
- How the workers treat one another
- How everyone treats the citizen
- The training and skill level of the workers

When the organization makes these points a top priority, it eliminates most of the second-guessing that goes on after a traumatic event. If you want to know what is going to happen to our Department two weeks after a nasty event, you only need to examine what was going on two weeks prior to the event. If life was bad before the event took place, chances are it isn't going to get any better.