2018

Denver Fire Captain Examination

Study Material for Written Test
634 Pages
(Excluding Cover)
Section A

Local 858 2016-2018
Fire Fighters Agreement
DENVER FIREFIGHTERS – LOCAL 858

IAFF, AFL-CIO

AND

CITY AND COUNTY OF DENVER

2016-2018 FIRE FIGHTERS AGREEMENT

JANUARY 1, 2016 THROUGH DECEMBER 31, 2018
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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 his/her employment or continued employment by the City, and there shall be no discrimination against any fire fighter on account of his/her membership or non-membership in the Union.

Section 2. It is recognized that all fire fighters may or may not join the Union, at the individual’s discretion.

Section 3. It is further recognized that the Union, as the exclusive bargaining representative of all fire fighters owes the same duties to all fire fighters, whether Union members or not, and provides benefits and services to all fire fighters whether Union members or not. Therefore, all fire fighters shall as a condition of continued employment, within thirty (30) days of the effective date of this provision or within thirty (30) days of the date of hire, whichever is later, either be a member of the Union and pay Union dues or pay an agency fee to the Union in an amount equal to the actual cost of representation which shall not exceed the uniform Union dues, assessed uniformly against all Union members. The Union shall notify non-members who pay an agency fee of their rights, duties, and responsibilities.

Section 4. Any fire fighter who is a member of and adheres to established tenets or teachings of a bona fide religion, body or sect which has historically held conscientious objections to joining or financially supporting labor organizations shall not be required to financially support the Union as a condition of employment; except that as a condition of employment, such employee shall be required to pay, in lieu of “fair share” payment, sums equal to such “fair share” payment to one of the following non-religious, non-labor organizations all of which are exempt from taxation under 26 U.S.C. § 501(c)(3): Denver Fire Fighters Burn Foundation, the Salvation Army, Muscular Dystrophy Association, or the Denver Fire Fighters Protective Association Relief Fund.

Section 5. 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, (2) the amount of agency fee, equal to the actual cost of representation which shall not exceed the uniform Union dues, uniformly assessed against fire fighters who are not Union members, and (3) 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 6. 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 Sections 3, 4 or 5 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 his/her 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 his/her 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 his/her 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 his/her 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 his/her 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 his/her 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 his/her 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 his/her 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 his/her 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

DISCRIMINATION

Neither the City nor the Union shall discriminate against any fire fighter on the basis of race, creed, color, gender, sexual orientation, politics, religion, national origin or membership or non-membership in a labor organization.
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.

Section 3. The Department shall provide the union with written copies of and will email to the President and Secretary Treasurer all new or revised:

(a) department orders;
(b) directives;
(c) guidelines;
(d) Fire Chief and Division Memoranda (currently those denominated FCM, OPS, TRN, FPB, TEC and ADM); and,
(e) a quarterly listing of fire fighters in alpha and assignment sequence.
Article VIII

CALL BACK COMPENSATION, FIRE FIGHTER OBLIGATION, AND OVERTIME

Section 1. 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.

(a) A recalled fire fighter of the following ranks or assignments:
- Fire Fighter Fourth Grade
- Fire Fighter Third Grade
- Fire Fighter Second Grade
- Fire Fighter First Grade
- Technician
- Engineer
- Fire Systems Technical Specialist
- Mechanic
- Lieutenant
- Captain

shall be compensated at the rate of time and one-half (1-1/2) of his/her 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 his/her 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.

(b) A recalled fire fighter holding the rank of Assistant Master Mechanic, Assistant Superintendent of Fire Alarm, Master Mechanic, Superintendent of Fire Alarm, or Assistant Chief shall be compensated in cash or in the form of compensatory time off, at the rate of their regular rate of compensation, computed on an hourly basis, for time actually worked, when called back to duty during normal time off. Such time off shall be taken within one (1) year of the time at which it is earned, provided that the time to be taken off is approved by the Fire Chief or his/her designee in writing.

Section 2. In the event that a fire fighter other than a person holding the rank of Assistant Master Mechanic, Assistant Superintendent of Fire Alarm, Master Mechanic, Superintendent of Fire Alarm, or Assistant Chief is called upon to work overtime in excess of fifteen (15) minutes after his/her regular shift has ended, the fire fighter shall be compensated at the rate of time and one-half (1-1/2) of his/her regular rate of compensation for all overtime worked after his/her 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 his/her designee in
writing.

An Assistant Master Mechanic, Assistant Superintendent of Fire Alarm, Master
Mechanic, Superintendent of Fire Alarm, or Assistant Chief who works overtime
in excess of fifteen (15) minutes after the end of a regular shift shall be
compensated, in cash or in the form of compensatory time off, at the chief's
discretion, at the rate of their regular rate of compensation, computed on an
hourly basis, for overtime actually worked. Such time off shall be taken within
one (1) year of the time at which it is earned, provided that the time to be taken
off is approved by the Fire Chief or his/her designee in writing.

Section 3. If a fire fighter of the following ranks or assignments:

- Fire Fighter Fourth Grade
- Fire Fighter Third Grade
- Fire Fighter Second Grade
- Fire Fighter First Grade
- Technician
- Engineer
- Fire Systems Technical Specialist
- Mechanic
- Lieutenant
- Captain

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.

An Assistant Master Mechanic, Assistant Superintendent of Fire Alarm, Master
Mechanic, Superintendent of Fire Alarm, or Assistant Chief required to attend
court, when such attendance is due to job-related matters, during hours other than
scheduled working hours, shall be compensated therefor in cash or in the form of
compensatory time off, at the discretion of the Chief, at the rate of their regular
rate of compensation, computed on an hourly basis, for a minimum of two (2)
hours or for time actually worked, whichever is greater. Such time off shall be
taken within one (1) year of the time at which it is earned, provided that the time
to be taken off is approved by the Fire Chief or his/her designee in writing.

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 his/her 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 his/her designees to ensure the service-ability of each fire fighter’s uniforms and turnout gear.

Section 4. If a non-uniformed fire fighter sustains line-of-duty damage to his/her 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 his/her designated representative.

Section 5. Fire fighters assigned to the Fire Investigation Division and who are required to wear firearms, shall receive from the City a $400.00 per year firearm allowance pro-rated for the time a firearm was required. Proration will be based on monthly increments only. Eligibility for a given month will be credited if said assignment is effective on or before the 15th day or transfer from the Fire Investigation Division is after the 15th day of the month. 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.

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. Effective January 1, 2016, 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.
Article X

INSURANCE, HEALTH AND SAFETY

Section 1. 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, the City shall offer a high deductible plan with a health savings account, a co-pay based HMO 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 individual 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 Health Savings Account (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) one hundred dollars ($100) if the fire fighter is enrolled in an employee only plan; or (2) two hundred dollars ($200) if the fire fighter is enrolled in an employee plus spouse, employee plus child(ren) or family plan. The City's contributions to the fire fighter's HSA will be limited to 24 consecutive months, provided the fire fighter is still employed by the City and continues to be enrolled in a high deductible medical insurance plan offered by the City.

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.

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 a physician's services and assistance on all multi-alarm emergencies. Occupational injuries or diseases shall be treated under Revised Municipal Code Sections 18-307 to 18-312.

Section 4. In the event a fire fighter is killed in the line of duty or dies from injuries sustained in the line of duty, the City shall pay the cost of reasonable funeral expenses up to a maximum of $10,000, 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 and children of the fire fighter, subject to the following conditions:

a. The payments for a surviving spouse 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.
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 his/her 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:

<table>
<thead>
<tr>
<th>Effective Date</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 1, 2016</td>
<td>$79,321</td>
</tr>
<tr>
<td>January 1, 2017</td>
<td>$80,907</td>
</tr>
<tr>
<td>July 1, 2017</td>
<td>$82,525</td>
</tr>
<tr>
<td>January 1, 2018</td>
<td>$85,001</td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th>Fire Fighter Grade</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2nd</td>
<td>80% of 1st</td>
</tr>
<tr>
<td>3rd</td>
<td>72% of 1st</td>
</tr>
<tr>
<td>4th</td>
<td>65% of 1st</td>
</tr>
</tbody>
</table>

(b) Engineer. For the duration of this Agreement, the Engineer will be paid 111% 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:

<table>
<thead>
<tr>
<th>FSTS/MECHANIC Grade</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>II/Mechanic II</td>
<td>95% of I/Mechanic I</td>
</tr>
<tr>
<td>III/Mechanic III</td>
<td>90% of I/Mechanic I</td>
</tr>
<tr>
<td>IV/Mechanic IV</td>
<td>85% of I/Mechanic I</td>
</tr>
<tr>
<td>V/Mechanic V</td>
<td>80% of I/Mechanic I</td>
</tr>
</tbody>
</table>

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.

**Section 2.** **Longevity Pay.** All fire fighters, upon reaching their fifth (5th) anniversary date of employment shall be paid longevity pay. Effective January 1, 2010, fire fighters shall be paid at a rate of $12.00 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 he/she is 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 dollars ($100) per month.

**Section 5.** **Assignment Pay:** Fire Fighters assigned to perform the following duties, in addition to their regular pay shall receive the following:

- **Suppression Specialty Operation Officers and Engineers:** $150 per month.

- **Shift Commanders:** Shift Commanders shall be paid 7.5% above the Assistant Chief rate of 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)
- 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 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 his/her 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 his/her 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
his/her birthday, as set forth in this Article, shall be paid a holiday premium in
addition to his/her 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 he/she 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 his/her Kelly day,
he/she 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.
Article XIV

VACATION

Section 1. Each fire fighter shall accrue vacation leave at his/her 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.

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

Section 3. If the fire fighter’s third (3rd), tenth (10th) or fifteenth (15th) anniversary of his/her hiring date occurs on a day other than the first day of the month, he/she 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 (15th). If the third (3rd) or tenth (10th) anniversary date of hire falls on a day after the fifteenth (15th) day of the month, he/she 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 he/she 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 his/her 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 his or her 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 his/her 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 his/her 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 his/her 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.

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 only by an aggrieved fire fighter. The aggrieved fire fighter must reduce his/her 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 his/her 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.

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 his/her 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 his/her designated representative will give the aggrieved fire fighter, through the Union Grievance Committee, his/her 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 is 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 eight (8) 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 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 his/her 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 his/her 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 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 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.
Article XVIII

SICK LEAVE

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, he/she will be credited with sick leave for the full month only if he/she 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, he/she 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 his/her accumulated sick leave reserve.

Section 4. On December 31st of each year, after the fire fighter has accumulated his/her 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 his/her 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 his/her 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 his/her 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 his or her regular rate of pay at the time of such termination for all accumulated sick leave and vacation time due to him or her in hours at the termination of his or her 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. Prior to separation of service for any reason 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 60 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.

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 his or her death shall be paid to his or her 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 immediate family.

a. "Immediate family" is defined as spouse, son, daughter, mother, father, grandparents, grandchildren, brother, sister, in-laws or spousal equivalent as defined by the City.

b. The amount of sick leave granted for parental leave or for necessary care of a sick member of an employee's immediate 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.

(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) Confirmation of Illness/Injury

a. If malingering is suspected, the Division Chief shall visit or have a supervisor visit the fire fighter at the earliest reasonable time, during the hours of the reporting fire fighter's scheduled work days, to verify the authenticity of the illness or injury of the fire fighter or immediate family member.

b. Whenever the Division Chief has reason to believe a physical examination is necessary to determine the condition of a fire fighter off duty because of personal illness or injury, that fire fighter shall submit to a physical examination as directed by the Department. A fire fighter off duty due to illness or injury shall authorize his/her attending physician to release information regarding his/her condition and ability to perform certain duties to the Division Chief and the Chief.

c. Fire fighters off duty due to the illness or injury of an immediate family member, shall, upon request of the supervisor, provide written verification from a physician of the illness or injury of the immediate family member and the necessity of having the fire fighter present to render care.

(6) Fire fighters off duty due to personal illness or injury or illness or injury of an immediate family member, shall not leave the metropolitan area of Denver or be more than ten (10) miles from their residence without permission of their Company Officer and the approval of the Chief.

(7) 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 his or her 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 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) 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.

(b) 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 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.
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.

(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 Heath Care Defined Benefit Plan (FPPA plan) or the Post Employment Heath Plan (PEHP) shall be one percent (1%) 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. Should any provision of this Agreement be found to be inoperative, void or invalid by a court of competent jurisdiction, all other provisions of this Agreement shall remain in full force and effect for the duration of this Agreement.
Article XXIV

EFFECTIVE DATE, RATIFICATION AND TERMINATION

Section 1. This Agreement shall be effective January 1, 2016 and shall continue to and include December 31, 2018.

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

Scott Simpson, President

Phil Cordova, Secretary-Treasurer

Derrick Delgado, Chair
Bargaining Committee

CITY AND COUNTY OF DENVER

Michael B. Hancock, Mayor
City and County of Denver

ATTEST:

Debra Johnson, Clerk and Recorder

REGISTERED AND COUNTERSIGNED:

Cary Kennedy, Manager of Finance

Dennis J. Gallagher, Auditor

APPROVED AS TO FORM:

D. Scott Martinez, City Attorney
City and County of Denver

By: Brant A.

RECOMMENDED AND APPROVED:

Stephanie O'Malley, Executive Director
Department of Safety
Contract Control Number: SAFTY-201522059-00
Contractor Name: DENVER FIREFIGHTER PROTECTIVE ASSOCIATES

IN WITNESS WHEREOF, the parties have set their hands and affixed their seals at Denver, Colorado as of

SEAL

CITY AND COUNTY OF DENVER

ATTEST:

By ______________________

_____________________

APPROVED AS TO FORM:

D. Scott Martinez, Attorney for the City and County of Denver

REGISTERED AND COUNTERSIGNED:

By Please see MOU

By ______________________

By ______________________
Section B

Denver Fire Department Directives
Executive Order No. 25 establishes the policy for use of City vehicles. In support of this order, the Denver Fire Department Vehicle Use Policy is as follows:

**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 Manager 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 his approval.
Mileage reimbursement shall be for use of personal vehicles for City business.

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 Business Use of Personal Automobile 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 Reparations 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.

II. Reimbursement Procedures:
   A. Employee records daily and total mileage on 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.

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: 114.07 – Driver’s License and Violation Reporting and 114.09 – 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)
OVERVIEW –

Executive Order 10 *Outside Employment and Outside Business Employment Policies for Employees of the City and County of Denver, (October 29, 2002)* establishes and confirms the policies and the potential conflicts of interest for employment or business away from the Fire Department.

The *Code of Ethics of the City and County of Denver (January 2001, as amended)* also address these issues in Section 2-63. It states: (a) All officers other than elective officers and all employees shall report existing or proposed outside employment or other outside business activity in writing to their appointing authorities prior to accepting the same. All officials shall report any change in employment status which could give rise to a conflict of interest and (b) An officer or employee who has received the written permission of the appointing authority may engage in outside employment or other outside business activity.

In September of 2004, the *Code* was revised to require that such request for outside employment or business be accomplished annually.

PROCEDURE FOR EMPLOYEES –

1. All employees desiring to engage in outside employment or outside business activities shall complete and submit an *Outside Employment and Business Request* form, through their Division Chief, to Administration prior to engaging in the activity. The Chief of the Department or the Chief’s designee will review the request and give final approval where appropriate.

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 Chief (or designee) and returned to the employee with approval or disapproval within 10 days of receipt. Copies of the form will be sent to the employee’s Division Chief and to Human Resources for the employee’s file.
DENVER FIRE DEPARTMENT
DEPARTMENT DIRECTIVE

Section: GENERAL DIRECTIVES
Topic: Outside Employment or Business Activity

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 work or employment 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 Executive Order 10 or the Ethics Code of the City and County of Denver.

➤ Off-duty employment or business 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

DIRECTIVE

Topic: Written Communication

DEPARTMENT DOCUMENTS

1000 – Denver Fire Department Directives
2000 – Denver Fire Department Standard Operating Guidelines
3000 – Denver Fire Department Training Manual
4000 – Denver Fire Department Definitions
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
DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Written Communication

Department Documents – Flow Chart

Chief of Department

Directives

Deputy Chief of Department

SOGs

DIVISION 1
Operations

DIVISION 2
Fire Prevention

DIVISION 3
Technical Services

DIVISION 4
Administration/ Fire Investigation

DIVISION 5
Safety/Training

DIVISION 6
DIA

Division Memos

Division Memos

Division Memos

Division Memos

Division Memos

Division Memos

* GC (GENERAL CORRESPONDENCE)
DENVER FIRE DEPARTMENT

DIRECTIVE

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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)
**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 DIA

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

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

2016 = Year released
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 in regards to 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 Guideline (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.
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:
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.”
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:

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

It is the intent of the Denver Fire Department that, to the greatest extent possible, overtime opportunities are offered in a fair and consistent manner to all eligible DFD members. 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 respecting the terms of the current collective bargaining agreement.

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 90 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 will begin calling to fill these vacancies several days in advance of their occurrence.

Short Notice Overtime (Day-of Overtime) – Hiring that takes place between the hours of 0631 - 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 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 or in the event an unscheduled vacancy occurs after 0930. 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.

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 – 0630 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
Topic: Overtime Procedures  
Operations Division

manner: 1) Firehouse of the affected apparatus, starting with the member with the most overtime hours. 2) District of the affected apparatus, starting with the member with the most overtime hours. 3) City-wide, starting with the member with the most overtime hours. 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 Hold Over – 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. If there are no Probationary members available, the position will be staffed by a member being relieved from duty from the previous shift. This Mandatory Hold Over shall be for a period no longer than six (6) hours.

Additional Considerations – Prior to requiring mandatory recall, Shift Commanders will identify if any Wildland team member is signed up 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. If no wildland team members are available, the opportunity will be offered in the following order:

1. Probationary firefighters
2. If the opportunity is a firefighter position, Officers who have signed up available.
3. Members willing to work that would exceed the 48-hour maximum work requirement.

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, 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 recall apparatus with the appropriate number and rank of fire fighters.
# 1003.00 Overtime Procedures

**Operations Division**

## OTHER DEFINITIONS:

**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.

Support service (*excluding* Fire Investigations): Assigned work environment is 40 hours per week.
- Any overtime 4 hours or more counts as a full shift of overtime.
- Overtime of less than 4 hours counts as a partial shift.

### Type of Overtime | Time | Penalty
---|---|---
Advanced Hiring | Up until 2200 hours day before shift | No
Short Notice Hiring | 0631-0930 day of shift | Yes
Urgent Hire/Text for Hire | 0931-0630 during shift or after the normal hiring process fails to fill a vacancy. | No
Recall | Anytime | Yes, if personally contacted
Late Night Hire | 2201-0630 | No
• 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 members 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. The overtime environment for:
• Operations (suppression), DIA 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 hours per shift
• Members may work 72 hours at the discretion of the Fire Chief, or his/her 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 with regard to Partial Overtime eligibility.
• Partial Overtime will be hired using the same procedure as all other overtime situations.

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

**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.

**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 or partial shift.

### B. 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:

1. 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.
2. 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.
3. Members shall receive a written response from the 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.
4. This policy will be reviewed every six months or as necessary. After review, the policy may be updated.
C. Direction of Overtime

1. TeleStaff will contact members, as directed by the Shift Commander, detailed in the type of overtime that is being initiated; “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 member that has been hired with the understanding that an effort will be made to facilitate a request made by the member to return him or her to their permanently assigned apparatus and/or firehouse.

   a. 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.

   b. Engineers will be hired citywide. Certification to drive the 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.

   c. 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.

   d. 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.

   e. On “day of” Short Notice hiring, the Shift Commander or his/her designee, may begin out bounding vacancies as early as 0631 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.

   f. 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.

   g. 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.

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 acting Assistant Chief, 6 acting Officers or 6 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.

2. Probationary employees are not eligible to work Normal Overtime but are subject to, and will be paid for, Emergency Recall and Mandatory Overtime. 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 plus 48 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.

3. 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.

4. To ensure consistency when an overtime vacancy is filled, the following procedures shall be adhered to:
   a. 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 considered to be normally assigned to that position for the duration of the trade.
   b. A senior employee working overtime may not “bump” a junior employee working in her/his normal position. Members working overtime are not guaranteed a position at their normal assignment.
   c. In the event that 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 his/her normal assigned position. In the event that 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.
   d. Overtime opportunities will be cancelled by determining which member has the most hours and cancelling that opportunity. 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.

5. Only eligible personnel may work overtime. Employees NOT eligible for overtime include:

   a. Employees on any type of administrative leave or administrative assignment as authorized by the Chief of the Department or the Chief’s designee.
   b. Operations/DIA Operations employees who would be working more than forty-eight (48) consecutive suppression hours unless authorized by the Fire Chief or his/her designee.
   c. Any employee whose restrictions preclude working overtime.
   d. Employees on probation (except as otherwise noted).
   e. 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.

6. *It is the employee’s responsibility* to monitor his/her status in TeleStaff and make him/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 must be reported to the Shift Commander or, TeleStaff Coordinator.

7. *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.

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**. Overtime outside of that defined under “Normal Assignment” will be
1. Overtime hours are 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. 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 overtime hours adjusted to the average number of hours for the Dispatch. Upon the transfer of a member out of Dispatch, their overtime hours 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 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 his/her normal assignment, he/she 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 of 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.

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 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 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 engineer or officer not being available
to Hold Over, a qualified Firefighter may accept a Hold Over until the employee working overtime arrives. The goal is to have apparatus 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 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 (a rover, for example) 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.

**G. Actual Time Worked**

TeleStaff overtime records shall reflect actual time worked. If the Firefighter’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.*

**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.

**H. 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) SHALL contact an on-duty Shift Commander or 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, as long as the cancellation is made prior to 2200 hours the night before their accepted overtime assignment.
I. 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 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 suppression hours worked. This requirement applies to overtime and time trades, but does not include time worked because of Recall, Event Up-staffing for DIA 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.

J. 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.

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 (N LOD), 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.
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 companies dispatched by Fire Alarm, or
B. 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 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
   5. Designated Safety 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.
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.

Instructions for retrieving your Department email at work are attached.
Web Mail Log-on Process

The following is a description of how to check your Denver Fire Department Web Mail from the Firehouse.

Step 1:
Log on to:
https://webmail.ci.denver.co.us/owa

Step 2:
Make sure that you check the selection
“This is a public or shared computer”
Step 3:
Enter the domain name, which is **sfty**, followed by a backward slash `\` then your Windows user name. There should be no spaces. Next, enter your Windows password on the space provided for a password. Please see the examples below:

**Domain\user name:**    **sfty\username**
**Password:**    **XXXXXXXXXX**

****If you have any problems or can not remember your log on or password information, you must call TSS at ext. 3-6000 for assistance****
PURPOSE: To explain the procedure and associated requirements, conditions, and stipulations regarding the transfer of personnel from one assignment to another.

SCOPE: Applies to all uniformed members within the Denver Fire Department, with the exception of Command Officers (Captains and Assistant Chiefs), as specified in the Procedure below. The transfer of Command Officers shall be at the discretion and/or approval of the Chief of Department or designee. Transfer requests of Command Officers shall be made through confidential submittal of a letter of request and resume to the appropriate Division Chief, with email copies through the current chain of command, to the Division Chief of Administration and the Deputy Chief of Department.

DEFINITIONS:

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

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.) Operational technical assignments shall include all positions on E-01, E-06, E-09, TR-01, TR-09, R-01, and HM-01.

Airport Division Assignment: Airport Division assignments are Aircraft Rescue Firefighting (ARFF) assignments and technical suppression assignments at Denver International Airport assignments include all members assigned to DFD Stations 31, 32, 33, 34, 35 and ARFF Training.

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.”

Time Commitments for Requested Assignments (see II. K):
One year for non-technical suppression assignments;
Two years for technical suppression and Airport Division assignments; and
eighteen months for technical support assignments (unless otherwise specified in job announcement at the time of posting).
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 Transfer Policy and will consult with the appropriate Division Chief or designee before making the final decision on all transfers.

The Department will follow this Procedure 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 of Operations and Airport Divisions, or designee(s), shall have full discretion and authority, within their respective Divisions, to leave positions vacant as deemed necessary for use by Probationary Firefighters, and/or to balance staffing between apparatus, shifts, and districts.

II. GENERAL TRANSFER PROCEDURES

A. All eligible Firefighters shall have the right to request a transfer within the provisions of this Procedure. To be eligible, members shall complete their assignment obligation commitments as outlined in Section II.K. Fourth Grade Firefighters are not eligible to submit transfer requests.

B. 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. Members are responsible for reviewing the accuracy of any transfer requests they have on file. Members can withdraw any transfer at any time unless specified in this Procedure. To withdraw a transfer, the member must log in to “My DFD” and select “My Transfers.”
Administration will receive the request for withdrawal of transfer, review the request, and remove if allowed according to this Procedure.

C. A member may have a maximum of three transfer requests on file (with the exception of Right of First Refusal – see II.P, Q). Transfers to Operations Division suppression assignments must be for a specific company and/or shift. Transfers to the Administration Division shall be for either administrative support, Internal Affairs Unit (IAU), or Fire Investigation Unit (FIU) positions, and those assignments shall be determined by the Administration Division Chief. All other requests will be to a specific division, and assignments within those divisions shall be determined by the appropriate Division Chief or designee.

D. An effective vacancy date is created as a result of a promotion, retirement, or transfer and shall be considered official as of the date of that promotion, retirement, or transfer. All transfer requests shall be honored in order of seniority, unless otherwise stipulated in Section 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.

E. All transfer requests must be on file 21 days prior to the next effective transfer date (A-shift Sunday) following the effective vacancy date to be considered (i.e., for 2014, members who want to be considered or excluded for a vacancy to be filled on July 13, 2014 A-shift Sunday would need to have their requested transfer submitted or removed before midnight on June 22, 2014). Transfer request to or within Airport Division suppression assignments must be on file 42 days prior to the effective A-shift Sunday transfer date.

F. 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 suppression 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 7 calendar days. Effective 0000 hours on the 8th calendar day, the senior eligible submitted request of transfer, in accordance with the Transfer Procedure, shall be granted, unless the provisions of Section III of this Transfer Procedure apply. If no transfer requests have been received by 2359 hours on the 7th calendar day, the
vacancy 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 8th calendar day within the current 21-day cycle will not be considered for the current effective transfer date.

G. Members may only submit transfer requests for assignments in the rank that they presently hold.

H. Roving Lieutenants may only submit a transfer request(s) for roving or support assignments, unless the provisions of Section F, above, apply.

I. To be considered, all Airport Division suppression transfer requests must be on file 42 days prior to the effective transfer date (as stated in E., above) or the start of the next 40-hour ARFF academy, whichever is earlier. Transfer cancellations shall not be accepted within 42 days of the effective transfer date. Once a member has accepted a transfer to the Airport Division and attended any paid training, badging, or other preparation, certification procedures must be maintained and the transfer to the Airport Division may not be withdrawn.

J. 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.

K. 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 and Airport Division assignments; and eighteen months for technical support 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.

L. If a Division Chief or designee denies a transfer, 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.
M. 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.

N. When it is necessary to draft a Firefighter to fill a vacancy, 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). The Division Chief or designee may conduct interviews.

When it is necessary to draft an Engineer to fill a vacancy, only the five 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.

When it is necessary to draft a Lieutenant to fill a vacancy, only the ten least senior Lieutenants at the time of the effective transfer date shall be eligible (see III.B). The Division Chief or designee may conduct interviews.

O. 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 Commander 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 or district 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 for the April/May and August/September transfers that will take place on an A-shift Sunday, as determined by the Administration Division Chief.

P. 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 Commander, a temporary transfer is deemed to be necessary, the District Commander shall forward the request 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.

Q. If a member has been administratively transferred as part of a Department Reorganization (see P.) 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 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.

TECHNICAL SUPPRESSION, TECHNICAL SUPPORT, AND AIRPORT DIVISION ASSIGNMENTS

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

A. Firefighters 1st grade and above will be considered for a technical suppression, technical support, or Airport Division assignment. In the event that there is no 1st grade Firefighter transfer request on file, 2nd and 3rd grade Firefighters may be considered for assignment. 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 and Arson Investigators shall be at the discretion of the Chief of Department. The selection of the Public Information Officer and Arson Investigators will
not be based on seniority and may include an interview process. The minimum time commitment for the position of Arson Investigator will be 36 months.

B. Lieutenants, Engineers, and Firefighters in Support who have previously completed the full assignment obligations in the rank they currently hold shall not be considered for drafting.

III. 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 Transfer Procedure. Deviation from this Procedure may be considered, without setting precedent for future transfers, if it is in the best interest of the Department.

NOTE: This Procedure shall be reviewed annually, or as needed, and revisions made as necessary.
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:
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
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.
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.
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
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.

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’s License for emergency vehicles. The requirements for obtaining the Denver Fire Department License 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.
- 3rd 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.

Any Member whose position requires them to operate Denver Fire Department vehicles shall be required to obtain a Denver Fire Department license in order to do so.
There are six classifications of Fire Department licenses. Licenses for each specific vehicle allow members to drive only those that are included on that license. Exception: Members qualified on Quints may also drive/operate either an Engine or a Truck.

Class 1 - Light vehicles (Car, Pickup, Van, Civil Defense Rig, Air / Light Truck, Stake Bed Trucks, and Warehouse Vehicles).

Class 1 licenses may be issued to any Department member who has 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 3rd Grade Firefighter or greater.

Class 2 – Engine, Midi, Squrt and Rescue

Class 3 – Aerial Truck, Dump Truck

Class 4 – Tower, Quint

Class AS- All-Steer Vehicles (includes towers where specialized training is required)

Class X – Crash Fire Rescue Apparatus

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

Any member found to be driving a Fire Department vehicle with a suspended Colorado State Driver’s License or a suspended Denver Fire Department License will be in violation of Department policy, and will be subject to disciplinary action.
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 on the Department’s website (Downloadable Forms / Administration / Accident Packet).

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

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)
   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
DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic: Accidents Involving DFD Vehicles or Apparatus

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.

F. Obtain name, address, and phone number for each witness.

G. 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)

H. 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.

I. Refer to Executive Order 94 for guidance in completing post incident testing.

J. All items in the Accident Packet shall be completed and returned to the Administration Division, through the Chain of Command, within 72 hours after an accident. Completed packets may be submitted electronically 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. Vehicle Accident Data Sheet
5. Driver/Operator Vehicle Accident Report
6. 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.**
7. Photographs (may be emailed)
8. Witness statements and crew statements.

K. The Administration Division will notify the Deputy Chief and the appropriate Division Chief of all accidents involving their Division in a monthly 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.

L. Complete NFIRS reports.

M. 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). 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. 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 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.

C. The Administration Division will request a Review Board meeting through the Department Driving Coordinator. 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 Board will present its recommendations to the Administration Division Chief for determination of points or disciplinary measures to be assessed and any recommendations of remedial training to the Safety and Training Division.
When the consideration of the accident is complete, the Administration Division shall record the findings. Point values are determined as follows:

### III. 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.

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 any Department driving policy

If the accident is found to be non-preventable, the Administration 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

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 – 3 points: Company Level Training
- 4 - 7 points: Verbal Reprimand and Company Level Training
- 8 – 9 points: Written Reprimand
- 10 points: Written Reprimand and the Denver Police Department Emergency Vehicle Operation Course E.V.O.C.
- 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.

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.
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.
MEMBER RESPONSIBILITIES –

A member shall notify his/her immediate supervisor and provide written notice to the Chief of the Department, through the member’s chain of command, immediately upon reporting to work for her/his next duty shift, following the occurrence of ANY of the following:

1. Suspension of their Colorado Driver’s License
2. Any new restriction on his/her Colorado Driver’s License
3. Any moving violation including from a Photo Radar unit (Members are reminded that most states share violation information with the State of Colorado)

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 renew 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 emergency vehicle without having first completed the Driver’s Safety Program.

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

DEPARTMENT DIRECTIVE

Topic: Emergency (Code 10) Responses

CODE 10 RESPONSES:

It is absolutely prohibited for any Fire Department vehicle to pass another vehicle that is responding Code 10 regardless of the response mode of the Fire Department vehicle, the destination of either vehicle, or the Agency of the other vehicle.

This policy shall be strictly adhered to by all DFD personnel to insure 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.
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 vehicle 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.

ACCOUNTABILITY:

Failure to comply will result in a 24-hour suspension in pay along with a fine to cover overtime costs, if overtime is necessitated to cover the position vacated by the
suspension, plus any other discipline deemed appropriate by the Chief of the Department.

**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 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.
All members of the Department should take pride in their personal appearance. Their uniform shall be neatly pressed and clean, buttons and badges polished, and ties properly adjusted. No buttons, emblems, or insignia of any kind shall be worn on or about uniform, except as specified. No regulation uniform item shall be altered or modified in any unauthorized manner.

It is the member’s responsibility to maintain a complete uniform, including repair and maintenance, through the methods provided in Article IX of the Collective Bargaining Agreement.

**DEFINITIONS:**

**“Class A” Regulation Uniform (Formal):**

A. Navy blue long sleeved shirt with black tie (white shirts for chief officers)

B. Navy blue trousers (black trousers may be worn by chief officers when wearing white shirts)

C. Navy blue dress suit * (black dress suit for chief officers)

D. Black belt (plain buckle - silver for firefighters and officers – gold for chief officers)

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. Name plate, flag pin, rank insignia, commendation ribbons, and Department-approved pins shall be worn on dress shirt.

G. Uniform jacket (in winter). May be worn by members not authorized to wear dress suit.

H. Uniform hat: Department-issued navy blue stovepipe-style (white for chief officers)

I. Navy blue or black socks to match trousers
* Class A dress suit is not authorized for wear by probationary firefighters, but can be obtained and worn after probation. Class A dress suit will be required by all firefighters upon obtaining FF1 status.

**“Class B” Regulation Uniform (Standard):**

A. Standard issue long or short sleeved navy blue uniform shirt with badge, rank insignia, flag pin, name tag, and Department-approved pins shall be considered the standard shirt for non-formal public appearances. (Chief officers’ preferred shirt color is white; however, navy blue is acceptable)

B. Navy blue trousers or cargo pants (black trousers may be worn by chief officers when wearing white shirts)

C. Black leather shoes that will take polish or simulated leather shoes (style optional). Approved station work boots or shoes must have steel toe and shank.

D. Black belt (plain buckle - silver for firefighters and officers – gold for chief officers).

E. Navy blue or black socks to match trousers

F. Uniform cap (authorized baseball-style cap), optional

**“Class C” Regulation Uniform Items (Work):**

A. Department-issued T-shirt in good condition. T-shirts shall be tucked into the trousers at all times. Long sleeved T-shirt shall not be worn with Class B uniform.

B. Department-issued sweatshirt (job-shirt, unaltered)

C. Navy blue trousers

D. Navy blue knit cap

**Physical Fitness Attire:**

A. Navy blue sweatpants or Department-issued shorts and T-shirts
B. Department-issued job-shirt

C. Only white socks shall be worn with physical fitness attire.

REGULATION UNIFORMS:

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. Badge, nameplate, flag, and rank insignia shall be worn with Class A and Class B uniforms.

D. Class C uniform items may be worn as determined by Division Guidelines. The Class “C” uniform items should be considered the work uniform.

E. Fitness attire shall be worn only while involved in physical fitness activity.

F. Company officers will be held accountable for maintaining a uniform company appearance.

RESTRICTIONS:

A. No portion of Department-issued uniform, of which material or article has been purchased by the City, shall be worn except when on duty. Baseball-style caps are excepted.

B. No authorized uniform item shall be distributed or given to unauthorized personnel.

C. Any neck jewelry, such as chokers, dog tags, religious medals, chains, etc., may be worn beneath the shirt or undershirt while on duty.
D. The wearing of earrings or accessories associated with body piercing is prohibited while on duty.

E. Uniforms shall be unaltered and maintained in good condition.

F. Members promoting shall update their uniforms by anticipating these needs during the annual uniform replacement and/or by utilizing the annual maintenance allowance.

ACCESSORIES & INSIGNIA DESCRIPTION AND PLACEMENT:

A. Shoulder Patches

Shoulder patches shall be worn on the left shoulder of Class A and B uniform shirts, winter/summer jackets, and dress suit coats (stitched in gold for chief officers and red for all other members.)

B. Name Plates

Name plates, furnished by the Department, will be worn over right shirt pocket of Class A and B uniforms, and centered above flap as close as possible to the top of flap. Nameplates will be worn over the left coat pocket and under badge of jackets, centered above flaps as close as possible to flap.

C. Collar Insignia

The placement of collar insignia is approximately ¾-inch from front edge of collar lapel and centered on collar. Lieutenant and captain bars are to be parallel to front collar edge. Tops of bugles shall face neck on chiefs’ insignia. Officers of the Department will wear the following listed 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. Assistant Chiefs – Gold-plated three bugle insignia

4. Superintendent of Fire Alarm and Assistant Superintendent of Fire Alarm – Gold-plated lightning bolt insignia
DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic No: 1011.00
Date: 11-03-11
Approved: TB for TAB
Review Date: 11-03-13
Replaces: Same, dated 01-19-11

Uniforms and Personal Appearance

5. Master Mechanic and Assistant Master Mechanic – Gold-plated fire engine insignia

6. Captains – Silver double bars

7. Lieutenants – Silver single bar

8. Mechanics – Silver-plated fire engine insignia


D. Department Awards and Ribbons

Shall be worn above the nameplate, no more than three per row as described in Department Operations Guideline 205.01

E. Department-Issued Flag Ribbon (see attached illustrations)

The American flag ribbon shall be worn above the name plate and above any Department award ribbons.

F. Department-Approved Pins

Department-approved pins shall be worn on flap of the right shirt pocket. The following pins are approved: Dive, Helicopter, EMT, BTLS, and fitness

G. Company/Assignment Insignias (see attached illustrations)

Optional company/assignment insignia pins shall be worn on the flap of the right shirt pocket. Top of insignia pin shall line up against the lower stitch line of the top seam. Insignia pins shall be silver in color for all ranks below Assistant Chief, and gold for Assistant Chief and above. Company insignia pins shall be no larger than ¼", as designated by manufacturers, and shall be approved by division head.

H. Hats

1. Department, Deputy 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.
2. 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 – Same as Chief, except that top shall be 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 – Same as Captains and Lieutenants, except 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 and white and red for all other members).

6. Navy blue knit cap with DFD insignia (stitched in gold for chief officers and white for all other staff) may be worn during inclement weather while on incidents.

I. Jackets

1. Winter/summer uniform jackets will be issued with a cloth badge to be sewn over the left breast pocket of the jacket (gold thread for assistant chiefs and above and silver thread for all other members; gold buttons for assistant chiefs and silver buttons for all other members).

2. Chief Officers may, at their option, wear the present gold metal badge on the jacket badge loop, or sew the cloth badge to the jacket as indicated above.

3. Navy fleece jackets: Maltese cross on left breast with name and rank on right breast.

J. Sweaters

Department-issue 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 (gold thread for assistant chief and above, silver thread for all other members.)

K. Ties

All ranks – Ties to be worn with Class A Regulation Uniform, low lustre, black four-in-hand style

**SUITS – CHIEF OFFICERS**

A. Coats

Black material to match trousers, per Department specifications, with gold plated buttons designating rank and a badge holder over left upper pocket

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. Assistant Chiefs – Three ½-inch gold stripes on sleeves
5. Master Mechanic and Superintendent of Fire Alarm - Three ½-inch gold stripes on sleeves
6. Assistant Master Mechanic and Assistant Superintendent of Fire Alarm - Two ½-inch gold stripes on sleeves

Maltese cross insignia will be displayed on the left sleeve of suit coats; one gold cross for every 5 years of completed service

B. Trousers

Black dress style, per Department specifications

**SUITS – ALL OTHER UNIFORMED STAFF**

A. Coats
Denver Fire Department

Department Directive

Topic: Uniforms and Personal Appearance

Navy blue material to match trousers, per Department specifications, with silver plated buttons designating rank and a badge holder over left upper pocket

1. Captains – Two ½-inch silver stripes on sleeves
2. Lieutenants – One ½-inch silver strip on sleeves
3. Engineers – One ¼-inch silver stripe on sleeves

Maltese cross insignia will be displayed on the left sleeve of suit coats; one silver cross for every 5 years of completed service

B. Trousers

Navy blue dress style, per Department specifications

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. Investigators shall comply with all other portions of this Directive, including maintaining a Class A uniform for official Department functions.
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**DENVER FIRE DEPARTMENT**

**DEPARTMENT DIRECTIVE**

**Topic:** Uniforms and Personal Appearance
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 his/her 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 in order 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 Code of Conduct specifically addresses each member’s responsibility to obey the law.

II. LAW VIOLATIONS AND CRIMINAL CONDUCT

A. Every member of this 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, to the Denver Fire Department’s Internal Affairs Investigations unit, and to the Manager of Safety.

B. A member of the Denver Fire Department shall immediately self-report to Internal Affairs:

1. any conviction or arrest, issuance of a criminal summons, complaint, or penalty assessment notice, or any other legal notification to the member of a charge of any felony or misdemeanor.
2. any offense, regardless of whether the charge is a felony, misdemeanor, petty offense, or municipal ordinance offense, which involves violence against persons, destruction of property, dishonesty, theft, prostitution or solicitation for prostitution, the sale or possession of illegal drugs, or conviction for any of the above.
3. if the member becomes aware that he or she is under investigation for a criminal offense other than a traffic infraction.
4. when served with a restraining order issued as the result of allegations of domestic violence or criminal activity.
5. if the member is involved in a police contact as the subject of an investigation – this will not apply if the member is contacted only in a witness capacity.

Exception: Parking tickets. Driving violations will be handled in accordance with DFD Directive 114.07. DFD Driver’s License Policy.

B. A failure to report any of the above will result in discipline up to and including dismissal.

C. Any supervisor who becomes aware that a member is under investigation for, arrested for, or 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 issued as the result of allegations of domestic violence or criminal activity and who fails to report that violation as set forth above should expect to receive significant discipline, up to and including dismissal.

D. 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. CONFIDENTIALITY AND INTEGRITY IN INTERNAL AND CRIMINAL INVESTIGATIONS

A. To preserve the integrity of internal investigations, all internal investigators and personnel matters are confidential and are not to be discussed with anyone unless necessary to do so in reporting the matter to Internal Affairs. This includes discussions within the chain of command of any employee or supervisor who is aware of the allegation under investigation.

B. All DFD personnel who are interviewed or who otherwise provide statements or information regarding an internal affairs investigation will not discuss with or otherwise convey to anyone their statements or information, their involvement in an internal
Reporting of Charges Against a Member

affairs case, the fact that they gave a statement, or information with anyone other than the internal affairs investigator assigned to the case, the Chief of Investigations, the Manager of Safety, and the Deputy Manager of Safety over Operations.

C. This prohibition includes the witness or subject employee’s chain of command. Anyone who violates this Directive is subject to discipline, up to and including dismissal.

D. Any attempt to improperly dissuade, discourage, prevent, or interfere with any internal affairs investigation is subject to discipline, up to and including termination.

E. 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, up to and including termination.
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 his or her designee. Examples of modifications include but are not limited to: landscape, paint, removal or additions of fixtures, walls, cabinets, etc.
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 (leave a message if after hours)

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 either four specific Concentra clinics available to us or the COSH clinic. Concentra Clinics are open Monday through Friday from 0800 to 2000 hours, and the clinic at 1730 Blake is open Saturday and Sunday from 0900 to 1300 hours. The COSH (Center for Occupational Safety and Health) is open Monday through Friday between 0800 and 1700 hours (closed on holidays).

C. Concentra or COSH will issue a Return to Work Pass that the member must present to the Administration Division office, in person, immediately after departure from Concentra or COSH.
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. Only an Administration Division staff member may sign as “Safety Representative” on the ADM form. Line officers are not authorized to sign as Safety Representatives.

II. MEMBER RESPONSIBILITIES

A. Notify his/her officer and the Administration Division office of any change in status.

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 work at special details if the duties do not violate any of their work restrictions. The Administration Division shall review and approve all special details on a case by case basis. (It is the responsibility of the member on modified status to notify the Administration Division of any and all detail opportunities)
F. Report to the Administration Division any orders from supervisors or others that would cause the member to violate his/her restrictions.

G. To continue to work toward Maximum Medical Improvement (MMI).

### III. WHEN MEMBER IS NOT SEEN

A. The OUCH Line must be called.

B. Under Downloadable Forms, the form, *Supervisor’s Accident or Injury Report Form*, must be completed by the member’s supervisor and sent to the Risk Management and the Administration Division within 72 hours from the time the supervisor becomes aware of the incident.

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 Lieutenant to be the Department’s Safety Representative to handle injuries to Department members. The Technician 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 two designated providers: Concentra or COSH. 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.

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 and follow up via phone.
PURPOSE: To ensure DFD compliance with Department of Safety Directive 2011.02 regarding compelled alcohol/drug testing 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 compelled alcohol and/or drug testing:
Compelled Alcohol/Drug Testing for Department of Safety Personnel

Safety Department IAB personnel shall compel a sworn employee from his/her department to submit to an administrative chemical test whenever there is reasonable suspicion to believe that the safety employee has engaged in conduct prohibited by law, Career Service Rule (if applicable), or Departmental rule, policy, or directive involving alcohol or drugs, while either on or off-duty, and regardless of whether the employee has been contacted by law enforcement officers from Denver or any other jurisdiction. This includes any situation where the employee has refused to submit to chemical testing as part of a criminal or traffic investigation and administrative testing is not covered by the Mayor's Executive Order 94. Safety IAB personnel will document their orders and attempt to gain compliance from the subject employee. Each Department shall determine which of its IAB personnel shall have authority to compel the administrative chemical test.

When practical as it relates to physical distance from the City and County of Denver, Safety IAB members will respond to the jurisdiction where the contact has occurred and order the employee to provide a sample to determine his/her alcohol level or drug presence. Safety IAB members will coordinate with the DHMC Center for Occupational Health and Safety for appropriate action when needed or take the employee to the clinic whenever practical.

In circumstances where it is not practical to physically drive to the location or where it is not practical to take the employee to DHMC or to arrange a DHMC response, IAB personnel will, by telephone, order the employee to submit to chemical testing and will make reasonable attempts to arrange testing with the arresting jurisdiction. IAB personnel will ensure that, when testing for alcohol BAC, either a breath sample or breath test on a certified intoxilyzer or a certified operator is completed or, when testing for drugs, a urine sample is obtained using proper drug...
screening procedures. A PBT (Preliminary Breath Test Device) should be used only if other
tests are not available or if the response time between incident and the test becomes an issue.

This directive compliments but does not replace the requirements set forth in the Mayor's
Executive Order 94 ("XO94"), where it remains the supervisor's responsibility to test without
delay any employee in their command whenever reasonable suspicion exists.

(a) To believe an employee who is performing City business, or is driving a City
vehicle, or is on City property has consumed or is impaired by alcohol, or has
consumed, been impaired by, or been subject to illegal drugs or legally obtained
prescription drugs and none of the exceptions in XO94 allow such alcohol or drug
use; or

(b) To believe a driving or other workplace accident may have been the fault of an
employee and: (1) the accident involved a fatality; (2) any individual was injured
severely enough to receive medical treatment immediately away from the scene of
the accident; or (3) the accident resulted in disabling damage to any vehicle or any
equipment; or

(c) To test the employee under any other requirement of XO94.

Members of the Safety Department's Internal Affairs Bureau will only advise supervisors and
command officers concerning situations that fell under XO94 and not assume responsibility for
ensuring the test is conducted as required.

[Signature]
Ashley R. Kilroy
Manager of Safety

[Date]
PURPOSE: To ensure DFD compliance with Department of Safety Directive 2011.03 regarding the prohibition of preferential treatment for employees of the criminal justice system or public officials.

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 prohibition of preferential treatment for employees of the criminal justice system or public officials:
CITY AND COUNTY OF DENVER
DEPARTMENT OF SAFETY
FIRE • POLICE • SHERIFF

DEPARTMENT OF SAFETY
DIRECTIVE

TO: Denver Fire, Police and Sheriff Departments
FROM: Ashley Kilroy, Manager of Safety
DATE: October 31, 2011
DIRECTIVE: 2011-03

No Preferential Treatment to be given to
Employees of the Criminal Justice System or Public Officials

I. PREFERENTIAL TREATMENT PROHIBITED

No sworn or civilian member of the Denver Department of Safety shall afford preferential
 treatment to any employee of the criminal justice system from any jurisdiction or any public
 official by virtue of such individual’s criminal justice or public official status in any situation
 where the individual may have violated any law, whether criminal, traffic, civil (e.g., civil
 forfeiture laws), or administrative (e.g., regulations promulgated by an administrative agency).

Examples of criminal justice system employees include: (i) sworn and civilian employees of
police and sheriff departments; (ii) parole officers; and (iii) all employees of a district attorney’s
office. Examples of public officials include: (i) elected officials; (ii) appointees; and heads of
governmental agencies. The following types of actions shall not constitute “giving preferential
treatment” and are, therefore, permissible under this directive: (a) Dealing with a member of the
Colorado General Assembly as required by the Colorado Constitution, article 5, section 16,
Privileges of Members, and DPD Operations Manual section 205.07, Violations by Colorado
Legislators; (b) Affording diplomatic immunity to a “diplomatic agent;” and (c) Dealing with a
foreign national as required by DPD Operations Manual section 104.52, Arrest/Detention of
Foreign Nationals.

II. CIRCUMSTANCES REQUIRING SUPERVISOR INVOLVEMENT

Any member of the Department of Safety with law enforcement authority shall immediately
notify an on-duty supervisor of the member’s Department whenever such member contacts any
employee of the criminal justice system from any jurisdiction or any public official in any
situation where the individual is involved in, or suspected of, “criminal conduct” (as defined
DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

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**Topic:** Preferential Treatment Prohibited

The supervisor shall respond to the location of the contact and make a determination as to the course of action to be followed. The supervisor shall document the incident and forward the information to his/her Department's Internal Affairs Bureau through the supervisor's chain of command. The supervisor's letter shall articulate specific reasons to support the action(s) taken.

With respect to sworn Denver Sheriff Department employees and Denver Fire Department Arson Investigators: The “contacts” referenced in this Part II of the directive mean contacts where the DSD employees or Arson Investigators are authorized to act pursuant to the arrest powers conferred by their departments. “Criminal conduct,” for purposes of this Part II of the directive, means: (i) federal and state felonies and misdemeanors including driving under the influence (DUI) and driving while impaired (DWAI); and (ii) local ordinances (other than traffic infractions or other administrative citations). Thus, supervisor involvement is not necessary in instances of traffic infractions or other administrative citations.

Ashley R. Kilroy  
Manager of Safety
DENVER FIRE DEPARTMENT  
DEPARTMENT DIRECTIVE  

Topic: Military Leave  

PURPOSE: To clearly identify to DFD members serving in the military, actions needed to take military leave, how hours may be used, as well as 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 is granted 120 hours of paid military leave per calendar year. This leave may be taken incrementally or used all at once as long as orders can be provided to Administration. 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 Administration and schedule leave time through them. The member will be required to provide documentation such as orders or employee letters as soon as a copy becomes available.

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 (with the exception of 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 Administration to inform them of upcoming deployment to schedule time off as well as to schedule a time prior to their deployment to meet with the Administration Lieutenant to discuss and determine pay and benefit options.

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 Administration and schedule return to duty. 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 report to Administration and be put back on payroll. At this time, the member will make sure benefits and accruals are reinstated and caught back up. Member will be advised to review new Directives or changes in policies.
C. The member will then 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.
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:
CITY AND COUNTY OF DENVER

DEPARTMENT OF SAFETY
FIRE • POLICE • SHERIFF

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

4/28/11 Date
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.

- Respecting each other through trust, pride, diversity, integrity, and training.

- Working together to achieve the highest levels of preparedness, prevention, and community involvement with a dedication to purpose.
The following list of guidelines represents the conduct standards for members of the Denver Fire Department.

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.

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.


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.


22. Depart from the truth.*

*Members found to be in violation of these sections may be terminated.
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:

Section 703 of Title VII of the Civil Rights Act defines sexual harassment 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 for 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 tapes of a sexual nature.*

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 work productivity.

The following procedures shall be followed when sexual harassment occurs:

1. The affected individual shall 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. 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 Topic #106.01, Disciplinary Guidebook, 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.

5. If the actions of the immediate supervisors do not effectively stop the sexual harassment, the affected individual shall contact the EEOC Coordinator at the Human Resources Bureau. The complaint will then be further investigated and dealt with by that coordinator.
Refer to department policy when using cable television or video tapes in the fire house.

The displaying of sexually explicit material in a public building and in the work environment is in violation of Section 703 of Title 7 of the Civil Rights Act. The fact that such material may create an intimidating work environment for some individuals is cause for prohibition.

*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, EEO Officer of the Department (Administrative Division Chief, Division 4) or Employee Group Officer. It is the responsibility of the “appropriate supervisor” to report the allegation immediately to the administration at the Denver Fire Department Headquarters.
Pursuant to City Attorney Memorandum:

DATE:   February 23, 2001

TO:   Cathy A. Donohue, Public Works Manager
       Alan Ochsenbein, Denver International Airport

THROUGH:   Xavier S. L. DuRan, Assistant City Attorney, Supervisor

SUBJEKT:   EXECUTIVE ORDER 94

"Per your request, I am providing further explanation as to the reason for the rewrite to Executive Order 94, the City and County of Denver Employees’ Alcohol and Drug Policy. As a reminder, the purpose of the rewrite was to: (a) ensure compliance with recent state and federal law and the new Department of Transportation regulations passed in December 2000; and (b) make the executive order more user friendly."

I.   COMPLIANCE WITH STATE AND FEDERAL LAW

A. Section IB, Legal Drugs, 2: This section was rewritten in order to require return to work determinations while an employee is under the influence of prescription medication be made by the department’s Human Resource Specialist or Safety Officer only after consulting with medical personnel. This brings this section into compliance with state law and the Denver Health and Hospital Authority (“DHHA”) regulations. Additionally, this section was rewritten to require our medical providers acquire medical releases from employees prior to having conversations with the employees’ personal physicians, in accordance with DHHA regulations.

B. Section IB, Legal Drugs, 3: This language was rewritten in compliance with the new Department of Transportation regulations, which specifically prohibit employees with Commercial Drivers’ Licenses (“CDL”) from using marijuana, even though marijuana may have been approved for medical use under state law.

C. Section IIC, Post-Accident Testing, 1: This language was also rewritten in compliance with recent federal law. Specifically, it was altered to require that before any post-driving or workplace accident alcohol and drug tests are conducted, the department determine the employee involved in the accident may have been at fault and the accident involved a fatality, or any individual was injured enough to receive medical attention immediately away from the scene of the accident, or the accident resulted in disabling...
damage to vehicle. Additionally, we added to this section the current definition of disabling damage.

II. USER FRIENDLY

The individuals who use this Order on a regular basis have continually complained to the Drug and Alcohol Committee about how difficult it is to follow the Executive Order. Therefore, in an attempt to make the Order more user friendly, we reorganized the paragraphs. Specifically, we moved all paragraphs concerning CDL testing into one section and all of the paragraphs discussing non-CDL testing into another section.

We also listed the supervisors’ duties from supplemental manuals in this Order, so the Order will now stand-alone. For example, under reasonable suspicion testing, section II. DRUG AND ALCOHOL TESTING, B1.a.i-viii, we listed each step that a supervisor must take when ordering this type of test.

Additionally, we included a section to allow for classified members of the Police and Fire Departments and Deputy Sheriffs to be tested in the future. As you may be well aware, the Manager of Safety, Aristedes Zavaras, in concert with my office, is currently developing Department of Safety regulations to provide for this testing. See Section II.F.

In the training section of the Order, we expanded the explanation as to the employees’ and supervisors’ responsibilities. Again, this rewrite was made to include information from supplemental manuals so the Order will now stand-alone. Additionally, in this section, we changed the expression “probation period” to “first year of employment” since Career Service Authority is eliminating the expression “probation period” from its personnel rules.

Throughout the regulation, we also changed the expression “Office of Employee Assistance” to the correct name of that agency, which is “Mayor’s Office of Employee Assistance.”

In Section B of the miscellaneous provision of the Order, we added the search language approved by the City Attorney to be used on posted notices.

Finally in the addendum, we grouped the paragraphs referring to alcohol under the first section and grouped the provisions dealing with illegal drugs under the second section.
III. CONCLUSION

The Drug and Alcohol Committee made these revisions to comply with state and federal law and the Department of Transportation regulations. Additionally, we revised the Order to make it easier for anyone to follow, since we have received numerous complaints over the years that the Order was confusing. Hopefully, this memorandum has adequately explained the revisions. However, if you should have any further questions regarding this Order or would like the drafters of the Order to attend any meetings, in anticipation of any questions that may arise, please contact me at 720-913-3107.

Thank you.

RCH/mv
Pursuant to EXECUTIVE ORDER NO. 94 Memorandum:

DATE: March 15, 2001

TO: All City Agencies

FROM: Wellington E. Webb
       MAYOR

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 their 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 Assistant and provides Department of Safety psychologists who offer help to employees who seek assistance for alcohol or drug use and other personal or emotional problems.

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 previous enacted alcohol and drug executive orders.

ALCOHOL AND DRUG POLICY FOR CITY AND COUNTY OF DENVER EMPLOYEES:

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, subject to the effects of the impaired by alcohol while performing City business, while driving a City vehicle or while on City property, unless the employee is not on duty and attending an officially sanctioned private function, e.g., and invitation only library reception.

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 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 or 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.

B. Legal Drugs

1. It is the responsibility of the employees who work in positions operating vehicles or dangerous equipment or 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 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:
DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic: Executive Order 94 – City and County of Denver Employees’ Alcohol and Drug Policy

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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 their 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 try to 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. Release of this information should only occur after a determination has been made that the employee is using the drug illegally.

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 the marijuana has been prescribed for the employee by a physician 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.

As a part of official duties, illegal drugs may be handled, controlled and disposed of according to established department contraband procedures by classified members of the Police and Fire Departments or Denver Sheriff employees. However, it is grounds for immediate dismissal if classified members of the Police and Fire Departments or Denver Sheriff employees sell, purchase, transfer or possess illegal drugs at any time other than as a part of their official duties.

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 Orders, the DOT regulation definition will take precedence.

II. DRUG AND ALCOHOL TESTING

A. Pre-Employment Testing

1. 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 with CDLs, prior to the first time the employee performs a safety-sensitive function, shall be tested for controlled substances, pursuant to applicable DOT regulations as may be amended from time to time.

3. Refusal by an applicant to submit to a pre-employment test shall result in denial of employment.

4. Pre-employment 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 Resources 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 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. Have a second supervisor confirm the specific, contemporaneous, articulable observations of the employee’s appearance, behavior, speech or body odors.

iii. Confront the employee and articulate 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 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 refusal to comply with a direct order of an authorized supervisor 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 site. 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 provides 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. Have a second supervisor confirm the specific, contemporaneous, articulable observations of the employee’s appearance, behavior, speech or body odors.

iii. Confront the employee and articulate 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 refusal to comply with a direct order of an authorized supervisor 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.

b. Illegal drugs

Follow the steps listed above in Section B.l.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 are to 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

1. 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 completed a successful return to duty alcohol test.

E. 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 I(B), I(C) and I(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 drugs 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.

b. 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 with 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 Sections 1(A) or 1(C) 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.

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 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.

F. Classified Members of the Police and Fire Departments and Deputy Sheriffs Testing

For those employees who are classified members 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 Section II (A), II (B), II(C) and II (D) 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 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 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 the drug 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 on another individual to escort an employee to testing or evaluation sites shall educate the 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 pre-disciplinary meeting that any of the following situations apply, the employee shall be dismissed even for the first offense for the following conduct.

1. Classified members of the Police and Fire Departments or Deputy Sheriffs violate their respective departments’ prohibitions regarding illegal use of controlled substances;
2. The employee has endangered the lives of others, or foreseeably could have endangered the lives of others;
3. The employee’s disciplinary history compels dismissal as a matter of progressive discipline;
4. The employee has refused to enter into a Stipulation and Agreement;
5. The employee has violated the Stipulation and Agreement;
6. The employee refuses to submit to testing under this Order;
7. The employee uses, or attempts to use, a masking agent to alter the sample and/or drug and/or alcohol test results.

B. A first time violation of this policy, which does not result in a dismissal pursuant to Section (A) of this Order, shall result in a lesser disciplinary action in conjunction with a Stipulation and Agreement for treatment.

1. Substance Abuse Professionals 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, to assure continued health coverage.
V. MISSCELLANEOUS 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 drivers 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; 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 of other personal 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 statues 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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**Approved for Legality:**

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<tr>
<td>J. Wallace Wortham, Jr.</td>
<td>City Attorney</td>
</tr>
<tr>
<td>Wellington E. Webb</td>
<td>MAYOR</td>
</tr>
<tr>
<td>Bruce Baumgartner</td>
<td>Manager of Aviation</td>
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<tr>
<td>Theresa M. Donahue</td>
<td>Manager of Environmental Health</td>
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<tr>
<td>Thomas J. Migaki</td>
<td>Manager of General Services</td>
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<tr>
<td>Betty Jean Brooks</td>
<td>Manager of Parks &amp; Recreation</td>
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<td>Stephanie Foote</td>
<td>Manager of Public Works</td>
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<td>Cheryl D. Cohen</td>
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<td>Aristedes W. Zavaras</td>
<td>Manager of Safety</td>
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<td>Dr. Chris Veasey</td>
<td>Manager of Human Services</td>
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MEMORANDUM NO. 94A

TO: All Agencies Under the Mayor

FROM: Wellington E. Webb
Mayor

DATE: March 15, 2001

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 and March 1, 2000 and is hereby continued in effect as amended and retitled as a memorandum this March 15, 2001. This Memorandum shall be attached to and become a part of Executive Order 94, dated, March 15, 2001, 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 0.10 grams of alcohol. Under the “influence of alcohol” is defined as having 0.10 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:

<table>
<thead>
<tr>
<th>Substance</th>
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<tr>
<td>Marijuana metabolites</td>
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<td>Cocaine metabolite</td>
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<td>Morphine</td>
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<td>500ng</td>
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<tr>
<td>Methamphetamine</td>
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</tbody>
</table>

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 the Executive Order unless otherwise specified within this Order.**
EXECUTIVE SUMMARY OF CHANGES

Executive Order No. 94

TITLE: City and County of Denver Employees’ Alcohol and Drug Policy

CURRENT DATE: March 1, 2000

PROPOSED REVISION: March 15, 2001

REASON FOR CHANGES:

The existing Executive Order that established policy and procedures regarding alcohol and drugs was last revised in March 1, 2000. Several federal law and court cases necessitated the re-write.

MAJOR CHANGES:

See Memorandum from City Attorney R. Craig Hess for specific changes.
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 provider, 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.
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.
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
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...
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
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


“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
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.
Name: _____________________________________________
LAST,                        FIRST,                                       MI

SSN: ____________________________

CERTIFICATE OF COMPLIANCE WITH DRUG-FREE WORK PLACE ACT OF 1988

/PublicLaw 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

Topic: Grooming Standards

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. They are based upon what a cross-section of typical Denver citizens would reasonably expect members to look like. 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 not conforming to the grooming standards outlined in this Directive may be subject to discipline up to and including being relieved of duty 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. 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.

GENERAL GROOMING STANDARDS

All uniforms shall be clean and 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.
All bunking and safety equipment shall be clean and in good repair. Reflective surfaces shall be completely attached and retain their reflective properties. Contaminated items shall not be permitted.

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. Additionally acceptable are those colors found to be in a traditional hair color spectrum chart. 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 Chief or Deputy Chief of the Department.

**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, 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 and limited to black, brown, or navy. Frames should be of a simple design.
DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

Topic No: 1024.00
Date: 06-15-16
Approved: TAB
Review Date: 06-15-18
Replaces: Same, Dated 05-15-12

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, or supporting any gang, gang affiliation, or gang 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. Braided hair, 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

**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 and in no case shall it extend beyond the bottom of the jaw bone.

**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 more than 4 inches in bulk while standing in formation. 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 must not interfere with any safety equipment or PPE.
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 in a bun, braid, or ponytail. 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 1/4 inch in diameter. The ear post may be silver or gold in color, or may have a clear gemstone as the decorative front. Hoop or ring shapes 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. If there is a question in regard to color, the member shall be referred to the color charts kept on file in the Administrative Division. Final determination on acceptable nail colors will be made by the Chief or Deputy Chief of the Department.
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.

- Smoking is prohibited in any Denver Fire Department (DFD) vehicle and/or facility.
- This “no smoking” policy includes all Career Service and Civil Service employees.
- 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.
- 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.
- Violators of this policy may be subject to disciplinary action.

REFERENCES: Denver Mayoral Executive Order No. 99
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

PROCEDURE:

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.

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) 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. 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. 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.

D. 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.

E. When any member advises his/her supervisor of a death in the immediate family and of the intention to use the Bereavement Leave benefit, the supervisor shall:
   1. Notify the Administration Division and give all pertinent information, specifying relationship of deceased to member.
   2. Notify the Administration Division in the same manner when member returns to duty.
### Bereavement Leave

3. Inform the member of Department resources available to assist her/him, i.e., Chaplain, Psychologist, Peer Support Group, HRB, etc.

4. Properly enter the absence in TeleStaff.
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 compensation for services performed as a witness or when required to report for jury duty.

The employee must enter proper absence information into TeleStaff and, in all cases, make his/her supervisor aware of the pending absence and provide a copy of the jury summons or subpoena to the Administration Division prior to the appearance.

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 his/her service as a juror is required by the Jury Commissioner or Court.

B. The employee shall receive his/her regular Fire Department salary when on jury duty during her/his scheduled work shift provided:

1. The employee is excused by the Commissioner or the court and returns to finish the remainder of her/his 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 his/her 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, he/she MUST work the remainder of the shift on Friday. If scheduled for Saturday, he/she must work the full shift. If the employee is scheduled to work on a Sunday and the trial will continue on Monday, the employee MUST work on Sunday until 2000 hours.

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 his/her normal position when the serving member returns.

### II. COURT LEAVE / JURY DUTY

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 his/her 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 his/her duties as a Department member, to appear as a witness in Department disciplinary proceedings, or for criminal or civil cases where he/she has no personal interest and is not a party litigant, shall be granted time away from Department duties/work shift to appear. However, the member must return to his/her assigned unit to complete the work shift when her/his 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-work day 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 he/she is 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 her/his 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-work days.

C. An employee who receives a subpoena to appear on his/her work shift shall immediately notify his/her 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 he/she is to be placed on-call, he/she must abide by the terms of the on-call status.
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 his/her 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 himself/herself with the incident prior to appearing in court.

4. A member appearing in court for matters not related to his/her 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.
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 a DFD Class 1 license with an unrestricted Colorado driver’s license.

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.

DRIVER’S RESPONSIBILITIES

1. Member shall have all PPE available for use at all times.
2. Report to T-16’s Officer and the off-going Air/Light Driver for a debriefing at shift change
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. Report to the Operations Division by 0800 hours for assignments
6. 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
7. 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
8. Respond non-emergent when dispatched to assume the Rehab Group Supervisor role as directed by the Incident Commander
9. Read and sign the Air-Light Agreement

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.**
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 or 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.)
# 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 his/her 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 within 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 of supervision.

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, s/he 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.

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.
SCOPE: Applies to all Denver Fire Department Personnel

As stated in the 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.

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.
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 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 duties of the position;

B. Post-Appointment Incapacity: When a firefighter becomes unable to perform the 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 duties of a position and the firefighter does not have the required authorization.

II. PROCEDURE

A. Prior to 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.

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 he/she may have a representative present.

2. The pre-disqualification meeting shall be presided over by the Chief of the Department or a designee. Service of the written notification shall be reviewed and the firefighter, or his/her 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 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 of Safety, and a majority of the Civil Service Commission that the former firefighter can perform the essential functions of the position.

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.
SCOPE: Applies to all Uniformed Members

Prior to separation, resigning probationary members must submit in writing reasons for selecting to resign from the Department. The letter is to be completed and presented to the Administration Division at the time of a formal exit interview.

The Chief of the Department is to 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.
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” (vivid, distressing recollections of the sights, sounds, and smells of the incident), indecisiveness, memory disturbances, preoccupation with the incident.
3. Emotional Reactions: Anxiety and fear, depression, emotional numbing, guilt, over-sensitivity, irritability, feelings of helplessness

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 dramatically 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.
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) plus,
   2. The Peer Support Team meets/trains on the third Wednesday of each 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 SOG Topic No: 108.01)
   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
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 commonly 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 Peer Support site with a link on the DFD intranet.

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 should 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 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 should 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

   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.

REFERENCES:

“CISM for Recruits” PowerPoint presentation, Dr. Karen Jackson
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.cmcb.net/

IV. RESPONSIBILITIES

A. Member Responsibilities:
   1. When returning from separation, the member shall follow all Civil Service rules and scheduling.
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.
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/](http://www.cmcb.net/)

Event 1: JPR P-4 Don and Doff Personal Protective Clothing

Event 2: JPR P-5 Don SCBA
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<td>Event 4:</td>
<td>JPR H-8 Apply and Release Hose Clamp</td>
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<td>Event 5:</td>
<td>JPR L-3 Deploy Extension Ladder - One Firefighter Breaking Glass</td>
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<td>Event 6:</td>
<td>JPR L-6 Deploy a Roof Ladder – Pitched Roof</td>
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<td>Event 7:</td>
<td>JPR H-19 Connect and Advance an Attack Line from a Standpipe</td>
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<td>Event 8:</td>
<td>JPR SR-4 Rescue a Firefighter</td>
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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.
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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 Employees

I. Pre-Discipline Modification Process

The intent of the pre-discipline 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 pre-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 policy¹. 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.

A. Coaching and Counseling

¹ 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 employee interaction for confirmation) on any performance or conduct related coaching given to personnel.
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A formal Coaching and Counseling process may be one of the first steps utilized to improve employee 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 imperative mandatory and may be accomplished via designated form/confirming memo. 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 such actions as insubordination, abuse of sick leave, violation of work rules, non-adherence to the Code of Conduct, etc. 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 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 Internal Affairs Bureau (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 employee 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.)
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All PIPs shall be submitted to IA 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, or acting officer, has reason to believe that departmental directives, guidelines, policies, or other conduct standards have been violated, the officer, or acting officer, shall conduct a brief fact-finding process to determine whether the concern might require contacting IAB for guidance and to determine if disciplinary action is warranted. 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. 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 the Chief or designee believes that discipline greater than a Written Reprimand may be appropriate, a pre-disciplinary meeting with the Chief of the Department, or the Chief’s designee, will be required. Discipline greater than a written reprimand will be forwarded to the Executive Director of Safety’s Office for final discipline determination.

As discussed more fully below, IAB may take over the investigation at this point.
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After consultation with IAB, any discipline that has been issued with prompt notification of the appropriate chain of command, the documentation shall be sent to IAB for final review, approval, and filing in the members’ discipline file. Once a discipline has been reviewed and approved, a copy of the documentation will be sent back to the member through the chain of command. This will be done so that the member will have a copy of the discipline and so that the member’s supervisors receive notification of the discipline. Confidentiality shall be maintained in all matters related to discipline.

**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.

**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.
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- 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 and the public 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.

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 employees 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, but are as follows:

1. Verbal Reprimand
2. Written Reprimand
3. Suspension
4. Involuntary Demotion
5. Fines
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 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 Grieved or 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.
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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.

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 Chief of the Department or designee. If the Verbal Reprimand is finalized by the 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.

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
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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 Chief of the Department or designee. If the Written Reprimand is finalized by the 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 Chief/designee, a pre-disciplinary meeting with the Chief of the Department will be set.

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 Written 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 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 recommendation by the Chief of the Department for discipline
greater than a Written Reprimand will be sent to the Executive Director of Safety (or his/her designee) for final review.

If the reprimand is finalized after the 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.

b. **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.

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 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 his/her 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. **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.
DENVER FIRE DEPARTMENT

DIRECTIVE

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Topic: Corrective Action Procedures

(e.g. suspension, involuntary demotion, fines, or 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 the appropriate Division Chief will be notified and 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 his/her 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 his/her 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.

4. Suspension, Involuntary Demotion, Fines, or Dismissal

Before a member is suspended, involuntarily demoted, subjected to fines, or dismissed, the Chief of the Department, or his/her 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 employee to correct any errors in the Department’s information or facts upon which the Department proposes to take disciplinary action

b. To allow the employee, 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.
Corrective Action Procedures

A member is allowed to have an attorney or union representative present during the meeting. The employee is not compelled to make a statement and their participation in the meeting is voluntary.

III. Appealing Suspension, Involuntary Demotion, Fines, or Dismissal

A 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 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 disciplinary handbook and matrix should be consulted.

DFD DISCIPLINE FLOW CHART ATTACHED TO THIS DOCUMENT
DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Corrective Action Procedures

VERBAL REPRIMAND

Date

IN THE MATTER OF: Name

DISCIPLINE:
This letter is to be considered a Verbal Reprimand for the violations listed below. Any future violations of Department Code of Conduct Standards may result in further disciplinary action against you, including but not limited to suspension or termination.

SUMMARY OF EVENTS:
On or about (Date), you...

By your actions, you have violated the following Denver Fire Department Code of Conduct Standards:

CODE OF CONDUCT

EVERY MEMBER SHALL:
The identified number(s) indicates violations of conduct.

List all numbers that apply from the list below.

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.
DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Corrective Action Procedures

10. Use good judgment.
11. Keep themselves physically fit.
12. Obey the law.
13. Obey the law.
14. Be responsible and maintain any/all Department equipment and property at an efficient and usable level.

NO MEMBER SHALL:
The identified number(s) indicates violations of conduct.

List all numbers that apply from the list below.

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 that impairs their physical or mental capabilities 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.
22. Depart from the truth.

PREVIOUS DISCIPLINE:

Include all pertinent previous discipline here. Verify with HRB.

COMMENDATIONS:

Include awards and letters – Department or outside.

On Date, Name was coached and counseled in the matter of Subject.

______________________________  ______________________________
Date                                            Officer’s Signature
DENVER FIRE DEPARTMENT

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Date

Member’s Signature

Agree □ ____________ (Initial and date)

Disagree □ ____________ (Initial and date)

Date

Reviewing Officer’s Signature

☐ Sustained

☐ Recommended Action

Date

Member’s Signature

By signing this document, you are attesting to the fact this discipline has been reviewed with you by the disciplining officer.

This Verbal Reprimand is subject to final review and approval by the Chief of the Department

Date

Approved by
Chief of Department or Designee Signature

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WRITTEN REPRIMAND

Date

IN THE MATTER OF: Name

DISCIPLINE:
This letter is to be considered a Written Reprimand for the violations listed below. Any future violations of Department Code of Conduct Standards may result in further disciplinary action against you, including but not limited to suspension or termination.

SUMMARY OF EVENTS:
On or about (Date), you...

By your actions, you have violated the following Denver Fire Department Code of Conduct Standards:

CODE OF CONDUCT

EVERY MEMBER SHALL:
The identified number(s) indicates violations of conduct.

List all numbers that apply from the list below.

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.
DENVER FIRE DEPARTMENT

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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.

NO MEMBER SHALL:
The identified number(s) indicates violations of conduct.

List all numbers that apply from the list below.

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 that impairs their physical or mental capabilities while on duty, or when susceptible to emergency recall.
18. Fight. 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.
22. Depart from the truth.

PREVIOUS DISCIPLINE:

Include all pertinent previous discipline here. Verify with HRB.

COMMENDATIONS:

Include awards and letters – Department or outside.

On Date, Name was coached and counseled in the matter of Subject.

Date __________________________ Officer’s Signature __________________________
DENVER FIRE DEPARTMENT

DIRECTIVE

Topic: Corrective Action Procedures

---

Date

Member's Signature

Agree ☐ ___________________________ (Initial and date)

Disagree ☐ ___________________________ (Initial and date)

Date

Reviewing Officer's Signature

☐ Reduced to a Verbal Reprimand

☐ Sustained

☐ Recommended Action ___________________________

Date

Member's Signature

By signing this document, you are attesting to the fact this discipline has been reviewed with you by the disciplining officer.

This Discipline is subject to final review and approval by the Chief of the Department

Date

Approved by

Chief of Department or Designee Signature
CONTEMPLATION OF DISCIPLINARY ACTION

Date

IN THE MATTER OF: Name

DISCIPLINE:
This letter is to be considered a Notice of Possible Discipline for the violations listed below. Any future violations of Department Code of Conduct Standards may result in further disciplinary action against you, including but not limited to suspension or termination.

SUMMARY OF EVENTS:
On or about (Date), you...

By your actions, you have violated the following Denver Fire Department Code of Conduct Standards:

CODE OF CONDUCT

EVERY MEMBER SHALL:
The identified number(s) indicates violations of conduct.

*List all numbers that apply from the list below.*

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.
DENVER FIRE DEPARTMENT

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7. Keep themselves informed to enhance their awareness and efficiency concerning their positions.
8. Be concerned and protective of each member’s welfare.
10. Use good judgment.
11. Keep themselves physically fit.
12. Obey the law.
13. Be responsible and maintain any/all Department equipment and property at an efficient and usable level.

NO MEMBER SHALL:
The identified number(s) indicates violations of conduct.

List all numbers that apply from the list below.

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 that impairs their physical or mental capabilities 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.
22. Depart from the truth.

PREVIOUS DISCIPLINE:

Include all pertinent previous discipline here. Verify with HRB.

COMMENDATIONS:

Include awards and letters – Department or outside.

RECOMMENDED ACTIONS:

Brief statement which includes recommended actions and justification for the level of discipline.
DENVER FIRE DEPARTMENT
DIRECTIVE

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The pre-disciplinary meeting is scheduled for Day, Date, at Time hours in the Fire Chief’s Office.
The purposes of this meeting are to allow you to correct any errors in the Agency’s information or facts, to tell your side of the story, and to present any mitigating information as to why possible disciplinary action should not be taken. You are entitled to have a representative of your own choosing present at this meeting. It is not necessary that your representative be a Denver City and County employee.

You may present a written and/or verbal statement at the pre-disciplinary meeting. Your statement, prior disciplinary history, and work record will be given full consideration before a final decision is made regarding any disciplinary action. Please note, no decision regarding any action has been made nor will be made until the pre-disciplinary meeting has been completed.

If you and/or your representative fail to appear at the scheduled time, I may consider this failure a waiver of your appearance.

__________________________________________
Date

Approved for pre-disciplinary meeting
Chief of the Department Signature

FINAL DISCIPLINARY ACTION:
Final action(s) taken.

__________________________________________
Date

Final discipline approved by
Chief of the Department Signature

__________________________________________
Date

Member’s Signature
DFD Discipline Flow Chart

- Case number assigned
- Investigation Initiated
- Investigates/fact finds/summation
- 858 Representation at Member request

Guidance by City Attorney (CA)

If Unfounded
Administration Division Chief Summation Letter

Guidance by City Attorney (CA)

If Unfounded
No discipline warranted/dismissed Summation Letter

Guidance by City Attorney (CA)

Recommended Discipline above verbal/written

Intake Meeting
- Executive Director of Safety Representative (EDOS)
- Administration Division Chief
- Division Chief of member
- Firefighter – same rank
- Firefighter – one rank above

Verbal or Written

CODA Contemplation of Discipline Action
- Advise Chief & send file
- Serve CODA to member
- Pre-Disciplinary meeting unless waived by

No discipline warranted Summation Letter

CRB Conduct Review Board Recommendation

EDOS Order of Disciplinary Action

or

EDOS

or

Chief's Final Recommendation
- Stated discipline
- Reduced discipline
- No discipline

Advice

Equal Employment Opportunity Coordinator (EEO)
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, and transparent and that reflects the mission, vision, and guiding principles of the Denver Fire Department and that fosters 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.

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 and perform 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.
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.
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.
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.

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

Practices such as filtering, 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

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.

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.

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
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. A failure to do so will result, where appropriate, in a referral of the case to the appropriate prosecutor’s office for consideration of criminal charges including false reporting.

4.4 It is important to note that the role of Internal Affairs in any case is limited to investigations. Internal Affairs conducts the investigation\(^1\) and prepares the investigative file for review by the Conduct Review Board. Internal Affairs does not make disciplinary recommendations, or determine disciplinary sanctions.

Sec. 5 Determining Whether a Violation Has Been Proven

\(^1\)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.
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.

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 or Pre-Disciplinary Hearing 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.
   - 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 and the public 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 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.
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

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?

9.1.9 Does the misconduct constitute a failure to adhere to any condition of employment required by contract or mandated by law?

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.

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 reasons² 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.

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.

² 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.
Sec. 14 Pre-Disciplinary Process

14.1 At the time subject member has been provided with a Contemplation of Disciplinary Action (CODA) letter, the member will be provided the opportunity to review the Internal Affairs file as well as any recommendation of the Conduct Review Board.

14.2 The member shall be given the opportunity to accept any recommended penalty and waive the pre-disciplinary hearing process and the right to appeal if the recommendation involves more than a reprimand and no more than a two (2) day\(^3\) suspension. This acceptance and waiver must be approved by the Executive Director of Safety or his/her designee. If the recommendation from the Conduct Review Board is more than two a (2) day suspension, a pre-disciplinary hearing will be conducted.

Sec. 15 Role of the Chief in the Disciplinary Process

15.1 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.

15.2 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.

15.3 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.

15.4 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. 16 Role of the Executive Director of Safety in Imposing Discipline

16.1 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

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\(^3\) In this handbook and disciplinary matrix, suspended days are calculated using a 24 hour shift. For employees who have regular shifts that are under 24 hours, the time will be adjusted as necessary so that suspended hours will be the same regardless of shift length.
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.

16.2 The Director of Safety is also empowered with reasonable discretion in exercising his/her authority to administer the Department of Safety.

16.3 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.

16.4 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.

16.5 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.

16.6 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. 17 Negotiated Settlement of Disciplinary Actions**

17.1 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.

17.2 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. 18 Confidentiality in the Discipline Process

18.1 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. 19 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 3 (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.

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;
(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

ATTACHMENTS TO THIS DIRECTIVE:

DFD – Discipline Matrix (Categories – Violations and Discipline Level Assignments Table)
DFD Rules and Regulations
DFD – Penalty Table and Discipline Matrix
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 will establish a minimum acceptable time performance level. This level of performance will protect the safety of the firefighter and will provide for the appropriate delivery of fire suppression and rescue services.

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 less than 110 beats per minute. 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 NOT BE ALLOWED TO RUN AT ANY TIME.
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.

**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 sledge hammer and repeatedly strike until the buzzer sounds. For this evolution, the forcible entry machine will be set for 850lbs 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 2in hose.

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 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. THERE WILL BE NO RUNNING DURING THIS EVENT.

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 weighted pike pole and walk 30 feet to the marked area. Then raise the pike pole 30 times. Both hands must be below the mark on the pike pole. After 30 complete repetitions with arms fully extended, return to the start point for this event, and 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, one carry will involve the single item carry of a smoke ejector fan and the second carry will involve a dual item carry involving both a medical kit and an O2 kit at the same time.

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.

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 (going around the cone) 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 and there they will have vitals taken immediately after they are done and again after a brief rest period.

**EVALUATION OUTCOMES**

There are 4 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. Members not performing PE due to elevated pretest vitals.

If a firefighter’s systolic pressure is greater than 180, immediate notification and evaluation, from a higher medical authority will be initiated along with contact of the Ouch Line. 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 high, they will be required to fill out a form acknowledging their elevated vitals and that they were advised to follow up with their primary care physician. These individuals will be required to take the test at a later date. If these results are still abnormal, the individual shall be referred to COSH/OUCHLINE for an evaluation.

3. 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 and the individual’s immediate supervisor. Following this meeting, members will be required to sign a form acknowledging their mentoring session and also acknowledging whether or not they plan to take advantage of department resources to improve their time. **AT THIS TIME, PARTICIPATION IN DEPARTMENT PROGRAMS IS VOLUNTARY.** If the member wants to utilize a Peer Fitness Trainer, one will be assigned to contact them. 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 member fails to complete the retest in the prescribed time, but significantly improves their time by a minimum of 20 seconds, they will need to retest again in 30 days. They will still have the option of using department resources to assist them or continue with their own program. Member will remain on active duty.

   E. If a member fails to significantly improve their time, they will have another meeting with their Shift Commander and/or District Chief, the Wellness
Coordinator, a Peer Fitness Trainer, and their immediate supervisor. The expectations of the Department will be reiterated and the programs in place to assist the 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.

F. If a member fails to significantly improve their time and they were completely compliant with their prescribed plan, they will remain on active duty and be retested again in 30 days. If a member failed to comply with any portion of their prescribed plan, they will be placed on modified duty and assigned to the Safety and Training Division for 30 days. Their assignment will be to focus on getting themselves prepared to be successful in completing the PE.

G. If a member still has not shown signs of significant improvement after their 3rd retest, member will be deemed un-able to safely work in Operations or DIA and assigned to the Administration Division. Requests for accommodation to a non-suppression assignment may be considered.

4. Failure to complete the PE due to an injury or illness.

A. Notification of Shift Commander &/or District Chief, Wellness Coordinator, and Immediate Supervisor.

B. 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.

C. As their restrictions allow, individuals are expected to work with the Department’s Physical Therapist and Peer Fitness Trainers to prepare for the PE.

D. As a condition of returning to full duty, the firefighter must 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.

E. 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 return to the step three processes.
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 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 with the initial set of vitals at the start of the assessment 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. 24ft Extension Ladder
2. 165lb Rescue Mannequin
3. Forcible Entry Machine/Prop w/ Sledge Hammer
4. Keiser Sled w/ Special Hammer
5. 50ft of 2” Hose Assembled as a High Rise Pack
6. Weighted 6’ Pike Pole
7. O2 Bag (with an O2 cylinder inside)
8. Medical Bag (w/ approximately 30lbs of weight inside)
9. Ventilation Fan
10. 150’ 1 ¾” Charged Hand Line With Nozzle
11. 4 Cones
12. B 8” Step Box for high-rise pack evolution

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 with 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 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

DEPARTMENT DIRECTIVE

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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.

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.

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:
DENVER FIRE DEPARTMENT

DEPARTMENT DIRECTIVE

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Topic: Firefighter Return to Active Suppression Program

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:

   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:
   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

DIRECTIVE

Topic No: 1061.00
Date: 06-22-17
Approved: TAB

Review Date: 06-22-19
Replaces: Old Dept. Dir. 104.13, dated 11-16-04

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.

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.

No appointing authority, official, supervisor, or employee shall discriminate against a qualified individual based on disability with regard to job advancement, or discharge of employees, employee compensation, job training, or any terms, conditions, or privileges of employment.

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 limitations 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 would pose a direct threat to the health and/or safety of the employee, his/her co-workers, or the public.

This Order is intended to clarify the specific terms and requirements of the ADA.

A. Qualified Individual/Employee:
   A qualified employee:

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1 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.
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. Being 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 he/she holds, or to which he/she seeks 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: while not defined under the law, 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, with the exception of eyeglasses or contact lenses, without regard to the ameliorative effects of mitigating measures, such as medications, assistive technology, hearing aids, etc.

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 a reasonable accommodation that would cause an undue hardship to the DFD. Undue hardship is based on an individualized assessment of current circumstances that show that a specific reasonable 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.

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 with a disability, unless it can be demonstrated that the accommodation would impose an undue hardship on the operation of the Department, or pose a direct threat to any person. These determinations about employees shall be made through the IAP.

A. The Department shall initiate an IAP when:

1. A Firefighter or employee provides notice that he/she needs a reasonable accommodation to perform the essential functions of his/her 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 ADA Coordinator, and requires the good faith participation of all parties. The ADA Coordinator 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, is there a position available 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.

**IV. DISABILITY DETERMINATION**

**A. In order to make this determination, the ADA Coordinator may request and review medical records and other documentation in the possession, custody, or control of the employee's health care providers. The ADA Coordinator 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 ADA Coordinator, department or agency, and the employee shall endeavor to identify any reasonable accommodations the employee may need to be able to perform the essential functions of his or her position. The preferred option generally shall be a reasonable accommodation that allows the employee to remain in his or her 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, the ADA Coordinator 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 his or her 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 reasonable accommodation if he or she cannot be reasonably accommodated in his or her Classified Service position. Should a Classified Service employee with a disability be re-assigned to a vacant Career Service position as a form of reasonable 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 his or her 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.

C. The employee's sick and vacation days that he or she 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 Police or 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 ADA Coordinator'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 ADA Coordinator’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.

If no vacant positions become available during the three-month re-assignment period, the ADA Coordinator shall 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.

The responsibility to reassign a disabled firefighter by either the Denver Fire Department or the Career Service Authority to a vacant Civil Service or Career Service position ends three (3) months after the initiation of the reassignment process.

An employee with a disability may decline a reassignment appointment that is a demotion and request that the ADA Coordinator continue looking for vacant positions within the reassignment period. However, if an employee declines an offer of a transfer to a comparable position in terms of salary and benefits, the ADA Coordinator may terminate the IAP and refer the matter back to the employee's department or agency, and disqualification proceedings may be initiated.

The Career Service Authority 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 Career Service Authority 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 Career Service Authority 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 he or she 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 his/her 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 to the disabled firefighter, he or she shall be provided with authorized leave without pay during the interactive process. This policy does not grant any additional
Topic: Reasonable Accommodations for Individuals with Disabilities and the Interactive Process

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 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.

C. Emergency medical care and safety personnel may be informed, when appropriate, if the disability might require emergency treatment.

D. 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.
PURPOSE: The purpose of Family Medical Leave is to allow eligible employees to take up to 12 weeks away from work for specified family and medical reasons.

SCOPE: Applies to all uniformed members within the Denver Fire Department.

FAMILY MEDICAL LEAVE SHALL BE AVAILABLE FOR:

- the birth of a child and to care for the newborn child within one year of birth;
- the placement with the employee of a child for adoption or foster care and to care for the newly placed child within one year of placement;
- the employee to care for the employee’s spouse, child, or parent who has a serious health condition;
- a serious health condition that makes the employee unable to perform the essential functions of his or her job;
- any qualifying exigency arising out of the fact that the employee’s spouse, son, daughter, or parent is a covered military member on “covered active duty;” or

Twenty-six workweeks of leave during a single 12-month period to care for a covered servicemember with a serious injury or illness if the eligible employee is the servicemember’s spouse, son, daughter, parent, or next of kin (military caregiver leave).

SERIOUS HEALTH CONDITION

A physical or mental illness, injury, impairment, or condition, including prenatal care, which involves inpatient care in a medical facility or continuing treatment by a health care provider, or which prevents the employee from performing the functions of the position held.

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 law, the Federal 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.
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...
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

Topic No: 1072.00
Date: 09-01-17
Approved: TAB
Review Date: 09-01-19
Replaces: Old Dept. Dir. 107.07, dated 03-21-05

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, weight lifting, 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 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 1st 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.
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.

**Denmark 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 recreations 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.
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.
Section C

Denver Fire Department
Standard Operating Guidelines
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:

A. All Department Directives/Guidelines
B. All established Departmental safety standards and policies
C. All guidelines and standards pertaining to their assignment
D. Maintain the physical ability to perform the functions related to their assignment
E. All members with the exception of Assistant Chief’s shall be properly attired, prepared, and on duty at 0730 hours. Assistant Chiefs shall be properly attired, prepared and on duty at 0645 hours.

I. 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 and OEM.

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.

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 Commander 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.

A. Administrative Shift Commander, in cooperation with other assigned Shift Commanders, is responsible for:
   1. Formulating and posting division policies and administrative procedures after they have been approved by the Division Chief of Operations
   2. Approving, denying, 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 city

B. 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 Chief’s
   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 Chief’s
II. ASSISTANT CHIEF

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. Operations Assistant Chiefs are to keep current of the technical and practical applications of firefighting techniques and all phases of fire suppression. Operations 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.

C. **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. Approving, denying, 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.
   7. Monitoring community relations programs in their district.

D. **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 all operations members have at a minimum one designated training conducted by the District Training Chief at least once a quarter.
   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 Division.
   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 district
10. Reviewing company records on a regular basis to verify daily training

E. District Fire Prevention Chiefs are responsible for:
1. Acting as a communication link between the Fire Prevention Shift Commander and 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 by other assigned District Chiefs. When this is necessary, the District Fire Prevention Chief should be informed.)
7. Fielding questions regarding the inspection program from citizens and members of the Department.

III. ASSISTANT CHIEF OF OPERATIONS

Reports directly to the Shift Commander of Operations. Responsibilities include:

A. Meeting all criteria defined in the Assistant Chief’s job description on file at the Civil Service Commission.
B. Being familiar with and abiding by:
   1. All Department Directives.
   2. All established Departmental Safety standards, polices, and procedures.
   3. All Operations Division Guidelines.
   4. All guidelines and standards pertaining to their assignment
C. Assisting in the review, revision, and implementation of protocols and procedures necessary to ensure safe, effective technical operations
D. Maintaining the physical ability to perform the functions related to their assignment.
Operations Assistant Chief, in cooperation with the other assigned Chiefs, is responsible for:

A. Acting as the Administrative Assistant to the Operations Division Chief
B. Carrying out all duties within the scope of the Operations Division
C. Knowing the technical and practical applications of the latest firefighting techniques and keeping current in all phases of fire suppression
D. Acting as aide to the Incident Commander or Operations Section Chief when on scene at incidents
E. Staffing the position of Emergency Support Function (ESF) #4 and #9 when required by the Office of Emergency Management (OEM). If Operations Assistant Chief is unavailable, this position will be staffed by another Assistant Chief
F. Acting as the Department liaison and representative to the Office of Emergency Management.
G. Assigning/scheduling Operations companies to various Department training events
H. Scheduling outside agencies to present pertinent information to Operations members as needed
I. Working with other City agencies and outside organizations to meet the needs of the Department and the goals of the Operations Division
J. Managing the Public Safety Cadet(s) assigned to Operations
K. 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.
L. Tracking Telestaff documentation of overtime and other related issues.

IV. ASSISTANT CHIEF OF SPECIAL OPERATIONS

Reports directly to the Division Chief of Operations. Responsibilities include:

A. 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.
B. Maintaining knowledge and proficiency in all areas of technical rescue.
C. 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 any and all technical rescue responses each day.

D. Planning, developing, and implementing training for all of 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.

E. 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.

F. 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 new SOGs that pertain to technical rescues.

G. Working with other agencies within the City and County of Denver (Office of Emergency Management, Denver Health and Hospitals, Denver Police Department, etc.) in order to ensure that the City and County of Denver is prepared for multi-agency technical rescue incidents.

H. Working with other technical rescue teams in the region and multi-regional agencies in order to ensure that the Denver Fire Department Technical Rescue Teams can work seamlessly throughout the metro region.

I. 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.

J. 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. Cost recovery responsibilities include determining the identity of the responsible party or corporation, cost assessment, and billing.

K. Responsible for the management and direction of the Departments Wildland program including the direct oversight of the Departments wildland coordinator.

V. **CAPTAIN**

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:

A. 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)
   8. Denver Fire Department Driving Manual
   9. IFSTA Manuals
   10. Any materials assigned by the Chief of Department or his designee

B. Post the following information:
   1. Division Policy Statement
   2. House Rules
   3. Current Executive Orders
   4. Civil Service information
   5. Union information
   6. Firefighter Protective Association information
   7. Cleaning and maintenance schedules
   8. Training information
   9. Information on special hazards
   10. Peer Support information
   11. Current Sexual Harassment Policies
   12. Current Discrimination Policies
   14. Any information as assigned by the Department Chief or his designee

C. 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

D. Inspect their workplace regularly for cleanliness, needed repairs, and safety, and report needed items to the applicable subdivision for correction

E. 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
F. Maintain the house fund, either personally or through their designated representative. Captains will ultimately make final budgetary decisions where discrepancies occur in fund allocations.

G. Train regularly to ensure that all members under their command are familiar with all maintenance schedules and procedures.

H. Maintain control over all keys to their assigned buildings to ensure workplace security.

I. Be responsible for monitoring their assigned budget and ordering the monthly supplies.

J. Perform all other duties assigned by supervisors.

K. Maintain and keep secure all personnel records, files, and other confidential information.

L. 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.

M. Have full charge of their junior officers and members.

Company Captains shall:

A. Determine company policy which is consistent with Department Directives/Guidelines.

B. Be trained to proficiently perform the duties and responsibilities of a District Chief, and act in that capacity when temporarily assigned.

C. 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.

D. 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.
   1. Preserve order and discipline
   2. Be responsible for enforcing procedures, policies, and directives from supervising officers
   3. Be responsible for processing and handling grievances as set forth in Department Directives and collective bargaining agreements.

E. 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.

F. Temporarily transfer company members as directed by their District Chief according to Department Directives.

G. Require safe operation of their apparatus at all times.
H. Take command at fires or other emergencies as outlined in the Incident Management System

I. 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:
   1. Stop overhaul operations, except those necessary to assure the fire is extinguished.
   2. Secure the premises from entry by all unauthorized persons, including on scene Firefighters.
   3. Avoid touching or disturbing any objects so as to prevent destruction or alteration of potential evidence.

J. Be responsible for the proper placement and use of all personnel, equipment, and apparatus assigned to them at incidents

K. 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.

L. Upon returning to quarters from fires or other emergency responses:
   1. Fill out incident reports as required by the Department within 72 hours of said incident
   2. Report the loss or destruction of any Department equipment entrusted to their care to their District Chief through the chain of command, stating details and actions to prevent further loss
   3. See that the apparatus and all equipment are ready for future responses
   4. Immediately report to the Fire Dispatcher any difficulties encountered with fire hydrants. During freezing weather, upon return to quarters they shall report to the Dispatcher the location of fire hydrants used.

M. Keep their District Chief and Company Captain informed of all changes that affect the operation of their company

N. 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 a part of a team involved in hazardous material operations or technical rescue operations.

O. Be responsible for company training and the proficient operation of their company
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1. Develop a program of drills and/or classes to be held on a regular basis to maintain proficiency
2. Ensure completion of assigned training outlined by the Operations Division, Safety and Training Division, Safety and Training Shift Commander and the District Training Chief.
3. Document all training in the Firehouse computer program

P. Be responsible for evaluating all probationary members assigned to them
   1. Determine whether the members’ performance meets Department standards
   2. Forward recommendations to their District Chief
   3. Ensure that evaluations are forwarded to the Training Division as required

Q. Under the supervision of their District Fire Prevention Chief, be responsible for coordinating the company fire inspection program
   1. Distribute the assigned inspections equitably among all platoons
   2. Be responsible for all members of their company being trained in inspection procedures as outlined in Department Directives

R. Be responsible for the accuracy of company records and the submission and distribution of all required documentation

S. Sign for articles delivered to the station

T. Be just and dignified in all matters
   1. Greet all visitors to their station in a courteous and dignified manner, determining visitor business and enforcing the visitor rules
   2. Do not permit social gatherings in quarters unless authorized
   3. Prohibit unauthorized persons and unaccompanied children from visiting buildings and premises
   4. Set a good example

U. Assign duties in an equitable manner to balance the workload among platoons
   1. Schedule all daily, weekly, and monthly maintenance of their apparatus and equipment. These schedules should be posted for the use of the company members.
   2. Ensure that quarters, grounds, apparatus, and equipment are kept clean and serviceable at all times
   3. 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
   4. Maintain a current inventory of all equipment assigned to them

V. Be responsible for the fair and equitable distribution of hold over overtime and acting for their company
VI  CAPTAIN OF OPERATIONS

Next rank below that of Assistant Chief. Reports directly to the Assistant Chief of Operations and/or the Division Chief of Operations. Assists the Assistant Chief of Special Operations. Functions as the Department’s Infection Control Officer.

A. Operations Responsibilities:

1. Assist the Operations Assistant Chief with maintaining the Operations Activity Calendar.
2. Keep Operations Activity Calendar up to date with timely and accurate entries.
3. Assist the Operations Assistant Chief with resolving Activity Calendar conflicts and scheduling needs.
4. Assist the Operations Assistant Chief with coordination and scheduling of In-Service Training.
5. Stay prepared and informed about, and participate in the Daily Staffing Conference.
6. 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.
8. 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 City and County of Denver Purchasing Division.
9. Research and test tools and equipment as requested to achieve item 9 above. Conduct and document field testing.
10. Represent the Operations Division in meetings and preparedness exercises with other City departments and/or agencies and Federal agencies when requested.
11. Respond to significant incidents within the City when requested to provide assistance to the Incident Commander as needed.
13. Provide for exposure documentation for members exposed to carcinogens and other non-infectious or non-communicable disease contaminants (i.e. asbestos).

B. 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.
   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 back up code enforcement and cost recovery specialist at Hazardous Materials incidents.
   8. 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.
   9. Responsible for assisting the Special Operations Assistant Chief with the management and direction of the Departments Wildland program including the direct oversight of the Departments wildland coordinator.

C. 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.


13. Create a dialogue with the DHHA Medical Director to maintain familiarity with ongoing changes in the medical field.

14. Schedule and participate in Firestation visits with the DHHA Medical Director.

15. Handle referrals for “911 abusers” with Adult Protective Services and follow up with APS case workers for resolution.

D. 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.
VII  LIEUTENANT

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.

Lieutenants must meet all the criteria for the rank of suppression Captain from headings “C” through “V”, above.

VIII  ENGINEER

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:

A. Be responsible for maintaining their apparatus in good operating condition and readiness at all times
B. Have a valid Colorado driver’s license and a proper Denver Fire Department license
C. 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
D. 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
E. Remain at or near the control panel when the apparatus or equipment is in operation at emergency scenes and during all training sessions
F. Be capable of performing 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
G. 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
H. Be responsible for performing all inspection duties and assist company members in said duties as directed by the company officer
I. 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.

J. Carefully complete their fifty-six-point checklist and submit the required documentation daily by 1000 hours

K. Inform their company officer or immediate supervisor whenever material, supplies, or repairs are needed

L. 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.

M. Perform such other lawful duties as prescribed by ranking officers

N. Be responsible for the safe operation of their vehicle at all times

O. Be familiar with and comply with the accident reporting and investigating of the Denver Fire Department, and applicable State laws

IX. TECHNICIAN

A position in either suppression or support service 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:

A. Serve a minimum training period as designated by the Chief of the Department, in the unit where appointment is contemplated. Unit supervisors 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 supervisor in charge of the unit shall submit a written evaluation of the member’s ability to perform the duties and responsibilities to the Chief of the Department.

B. Be capable of performing all Firefighter functions as assigned and referenced below.

C. 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.

D. Perform such other lawful duties as prescribed by senior officers

X. FIREFIGHTER

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:

A. Respond to all alarms as an integral part of a team assigned to one of the various types of Department apparatus
B. Inspect protective gear at the beginning of each shift to ensure serviceability
C. Inspect and maintain their apparatus, tools, and equipment for serviceability at all times
D. Participate in the daily maintenance of the station and grounds in accordance with the posted schedule
E. 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.
F. Perform such other lawful duties as prescribed by officers
G. All Firefighters 3rd 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
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:** The response to all alarms generated by Class 2 Systems, where the monitoring agency has contacted a responsible party at the address of alarm and determined that the system malfunctioned, will be 1 Engine Code 9. If the monitoring agency is unable to contact a responsible party, the response assignment will default to the response assignment proposal.

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 1 Engine Code 9. 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.

**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 observe.
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<th>Problem</th>
<th>BLS</th>
<th>Single Resource</th>
<th>Engine</th>
<th>5-Inch Hose</th>
<th>Truck</th>
<th>Tower</th>
<th>Chief</th>
<th>Shift Commander</th>
<th>Rescue</th>
<th>HAMER</th>
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2102.02 Response Matrix
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2102.02 Response Matrix
Page 2 of 3 279
### Responses Matrix

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- **Confined Space Team:** Rescue, Tower 1 (Collapse Trailer), Engine 1, HAMER
- **High Angle Team:** Rescue, Tower 1, Engine 1
- **Water Rescue Team:** Rescue, Engine 1 (Underwater Unit), Tower 1
- **HAZMAT Team:** Rescue, HAMER, Engine 6 and DECON Team (Engine and Truck 09)
- **Single Resource:** Engine, Truck, Rescue, HAMER
- **BLS:** Engine, Truck, Rescue, HAMER, Med Unit
| PURPOSE: | To clarify responses of District Chiefs |
| SCOPE: | Applies to All District Chief Officers; Dispatch |

District Chiefs will respond to all incidents as detailed in the response matrix.

A District Chief will respond to all requests 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.

| REFERENCES: | None |

| Topic No: | 2102.04 |
| Date: | 11-25-16 |
| Approved: | CDIII |
| Review Date: | 11-25-18 |
| Replaces: | Same, dated 05-06-16 |
PURPOSE: To define a promoted Assistant Chief Officer’s role at a significant emergency incident

SCOPE: Applies to all promoted Assistant Chief Officers

DEFINITIONS: None

At least one promoted Assistant Chief Officer shall be dispatched and respond to all significant emergency incidents. The addition of a promoted Chief Officer will help ensure that a margin of safety and level of command is maintained from the perspective of an experienced Incident Commander.

When an Assistant Chief arrives at a working incident where the Incident Commander is an Acting Chief, the Assistant Chief will assist the Acting Chief in whatever capacity necessary.

This guideline will foster the development of Command Officers through hands-on management of actual emergencies.

This guideline promotes the Denver Fire Department’s Officer Development Program, which mandates that senior officers train and mentor junior officers to the next level.

An officially promoted Assistant Chief is ultimately responsible for the safety of the citizens and firefighters at the scene of an emergency.

REFERENCES: None
PURPOSE: To establish procedures for operation with other agencies

SCOPE: Applies to all DFD members

On incidents where the Denver Fire Department is considered the lead agency, 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. At least one DFD Assistant Chief shall be dispatched and report to the Incident Commander to facilitate communications and coordinate DFD member activities.

At no time shall non-DFD personnel be exposed to smoke or fire conditions.

REFERENCES: None
PURPOSE: To standardize procedures when units are directed to temporarily change where their apparatus is stationed (Quarters)

SCOPE: Applies to all Operations Division members

DEFINITIONS: None

Companies may be directed via the Shift Commander or in cases where the Shift Commander is on an incident, Dispatch, to change locations for reasons such as training, station maintenance, multi-alarm coverage, rigs OOS, etc.

When directed to change locations, companies should immediately respond to the new location “Code 9” and maintain radio silence.

Upon reaching the new quarters, the company officer shall notify Dispatch via telephone. Radio traffic should be kept to a minimum.

The company changing locations shall maintain their own identity on the radio and VocAlarm.

Upon returning to the company’s regular quarters, the company officer shall again notify Dispatch.

The District Chiefs should be notified of any rig changes in status affecting their District.

The Shift Commander should be notified of changes in rig status throughout the City.

REFERENCES: None
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 District Chief recommends to the Chief of Department or his/her designee, that the plan be put into effect based upon personal observations of snow-caused response problems in his/her district.
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. Division Chiefs

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 district, location of services, and standby for a conference call from the staff 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.
   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 will page 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.

ii. A call back list shall be maintained in the Resource Book by zip code at the E.O.C.

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 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
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
   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.
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.
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).
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 3rd grade firefighters are assigned to each district. District Administrators will place their 3rd 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.
PURPOSE: To identify and clarify the approved Operations Division Uniform Guideline

SCOPE: Applies to all Operations Division personnel

“Class B” Regulation Uniform (Standard - to be 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 (shirt may be white in color for Chief Officers), rank insignia, flag pin, name tag, and Department-approved pins shall be considered the standard shirt for non-formal public appearances.

OR

B. Department issued polo-shirt. Shirts shall be tucked into the trousers at all times.

a. Polo shirts are not authorized for wear during community service events or Department-sponsored appearances that require the company to be placed Out of Service.

b. Members assigned to a suppression assignment are required to have “FIRE” or “Denver Fire” on the back.

C. Navy blue trousers or cargo pants (black trousers may be worn by chief officers when wearing white shirts)

D. Black leather shoes that will take polish or simulated leather shoes (style optional). Approved station work boots or shoes must have skid resistant soles and an approved safety toe.

E. Black belt (plain buckle - silver for firefighters and officers – gold for chief officers).

F. Navy blue or black socks to match trousers

G. Uniform cap (authorized baseball-style cap), optional
“Class C” Regulation Uniform Items (Work):

A. Department-issued T-shirt, in good condition. Shirts shall be tucked into the trousers at all times. Long sleeved T-shirt shall not be worn with Class B uniform shirt.

B. Department-issued job-shirt, unaltered

C. Navy blue trousers

D. Navy blue knit cap or authorized baseball style cap

Station Wear (For physical fitness and other Station activities as approved by Company or Chief Officers):

A. Navy blue sweatpants or shorts

B. T-shirts

C. Training Shoes

D. Department-issued job-shirt

(Any item not specified above that is issued from the DFD quartermaster shall be considered approved apparel)

Considered Exceptions:

Members may request through the chain of command to the Division Chief of Operations, apparel that is not issued by the DFD Quartermaster. Submissions are to be made at the member’s expense for consideration, and if the 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. All apparel submitted for approval is required to be:

- Navy Blue in color
- A Company-specific Maltese Cross, DFD Badge, or DFD Scramble will be the only items considered for placement on the left front chest of shirts, job shirts, sweat shirts, jackets, and/or on the front of baseball/knit style caps.
Shirts, job shirts, sweat shirts, etc. must have “Denver Fire” or “FIRE” that is consistent with Department-issued apparel, on the back.

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 closure and mesh are navy blue in color and the front is constructed of similar fabric and color to the standard issue cap.

**Logos, Emblems, and Artwork:**

All Company/Firehouse logos, emblems, or artwork shall be submitted for approval prior to being displayed while on duty. These emblems, logos, or artwork will only be considered for a patch to be placed on a sweatshirt or jacket sleeve or on baseball/knit style cap.

**Following approval by the Operations Division Chief:**

All non department issued, Operations approved items, will be listed on the following web link:

`\safdfdfs\DFD_Share\Operations\Firehouse Files`

Access to the web link is available on Department computers by pasting web link into the Web address line utilizing Google Chrome.

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 finding the article of clothing in either the general items approved for the Division or District.

Non approved items are also listed as photographs.
PURPOSE: To establish a required timeline for completion of incident NFIRs

SCOPE: Applies to all Operations Division personnel.

All incident NFIRs using Firehouse Software 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 NFIR shall be completed before the end of the current shift.

District Chiefs will be responsible to continually review incomplete NFIRs associated with their respective Districts and shifts to ensure completeness.
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 is in need of 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 is in need of 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 PETTY CASH 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 Petty Cash account is NOT to be used for station upgrades or improvements. Also, this account is limited to purchases under $125.00. The Station Officer shall forward all receipts for purchases, attached to a Petty Cash Reimbursement Form, to the Technical Services Division. Any repair costing more than $125.00 should be directed to the Technical Services Division.

REFERENCES: Denver Fire Department Petty Cash Reimbursement Form
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 designated persons.

IV. Storage areas are to be marked as follows: Caution: Potentially Hazardous Substances Storage Area

   All potentially hazardous substances and/or materials which have been approved for storage are to be entered into the Hazardous Substance Log.

V. A Hazardous Substance Log shall be maintained in a separate location (to be indicated on/at the storage location) on a permanent basis.

   A. The purpose of this log shall be to track and provide a measure of control of the above-cited materials, and any others incorporated herein by reference.

   B. The log shall identify:
      1. Initial date of substance storage
      2. Type/Name of substance
      3. Name of responsible individual
      4. Date substance is to be disposed of
      5. Statement of intended purpose of substance
6. Date of inspection and name of inspecting party

C. 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.

D. This inspection is to occur monthly and be so noted in the Hazardous Substance Log.
**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. **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\(^{th}\) of the month.

   e) **Station 37**’s order is due on the 17\(^{th}\) of the month.

   f) **Station 38**’s order is due on the 18\(^{th}\) 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.
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 O₂ bottles
2. Station 6 Foam concentrate / meters
3. Station 15 Hose and repair
4. Station 25 Snow chain repair
5. Station 26 AFFF foam mix
6. Station 27 Helmets
7. Station 28 O₂ regulators
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.
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.

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.
### 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.

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.

### REFERENCES:
None
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 himself 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.
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.
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 it 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 brought back 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.

- Portable radios and MDTs are not provided on the Ready Reserve rig. Radios and MDTs of the unit taking possession of the Ready Reserve shall be used, if possible. In the case of emergency call back, radios will be provided by the Lineshop. MDTs may or may not be available, depending on the inventory at the Lineshop. The on-call Lineman can be reached after hours through Dispatch.

- 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
DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Topic No: 2105.02
Date: 09-01-17
Approved: CDIII
Review Date: 09-01-19
Replaces: New

Section: OPERATIONS: APPARATUS
Topic: Ready Reserve Apparatus

strongly encouraged that the company taking possession train on the Ready Reserve immediately after receiving the apparatus.

- 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 Fire Dispatcher that the Ready Reserve Apparatus is back in service.
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

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:

<table>
<thead>
<tr>
<th>Size</th>
<th>Color</th>
<th>Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 3/4”</td>
<td>White</td>
<td>Attack</td>
</tr>
<tr>
<td>2”</td>
<td>Green</td>
<td>High Rise Attack only</td>
</tr>
<tr>
<td>2 1/2”</td>
<td>White</td>
<td>Attack (not to be used in High Rises)</td>
</tr>
<tr>
<td>Lightweight 2 1/2”</td>
<td>Yellow</td>
<td>Attack/High Rise Attack</td>
</tr>
<tr>
<td>3”</td>
<td>White</td>
<td>Supply</td>
</tr>
<tr>
<td>5”</td>
<td>Yellow</td>
<td>Supply</td>
</tr>
</tbody>
</table>

All sizes with the exception of 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 ¾” wide bold line.*
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.

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 Firehouse using the same Login used for Training input
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.
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:

<table>
<thead>
<tr>
<th>Size</th>
<th>Service Test Pressure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 3/4”</td>
<td>Test at 400 PSI</td>
</tr>
<tr>
<td>2”</td>
<td>Test at 400 PSI</td>
</tr>
<tr>
<td>2 1/2”</td>
<td>Test at 400 PSI</td>
</tr>
<tr>
<td>3”</td>
<td>Test at 400 PSI</td>
</tr>
<tr>
<td>5” (prior to 2014)</td>
<td>Test at 200 PSI</td>
</tr>
<tr>
<td>5” (2014 and newer)</td>
<td>Test at 300 PSI</td>
</tr>
<tr>
<td>5” (35’ sections and soft suctions)*</td>
<td>Test at hydrant pressure</td>
</tr>
</tbody>
</table>

* 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.

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 Station 15 via email. Use firestation15@denvergov.org to email changes.
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 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 (CRTL) and click on the individual sections that did not pass 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 hose test.

References: NFPA 1962
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 that utilize bunking gear.

CLEANING AND INSPECTION

Sending PPE to the laundry includes washing the PPE and an advanced inspection. 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.

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
- 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.

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 cleaning and 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 of the necessary information.

2. **If the gear is contaminated, indicate that fact on the Bunker Gear Cleaning Form.** If the PPE is contaminated, indicate the name of the contaminant. Examples of contaminants include asbestos, body fluids, gasoline, diesel and...
other hazardous materials. Documentation of the type of contaminant is important for two reasons: First, the personnel that 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 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 advanced inspection (as defined by NFPA 1851). Often problems that are not readily apparent are uncovered during this inspection. Based on the findings of the advanced inspection, repairs can be made or the PPE can be decommissioned. The equipment that should be gathered includes gloves and hoods that are contaminated with asbestos. When a set of PPE is sent in due to asbestos contamination, the hoods and gloves shall also be sent for cleaning. Cleaning of hoods and gloves is covered as part of the laundry vendor’s contract with the DFD.

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 should be shipped in a yellow laundry bag. 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. **Use a second bag to package any contaminated PPE.**

8. **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.

9. **Send the completed package to the DFD Warehouse.** This can be accomplished by sending it to the District Chief’s house, by giving it to the driver of the Warehouse truck, or by bringing it directly to the Warehouse. If PPE is delivered to the Warehouse, it should be given to a staff member. PPE should not be left unattended. 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 special laundry pickup. Sending the PPE to the District Chief’s station for pickup is considered the normal method of delivery.

10. Clearly mark any accessory items that you need laundered with your name and FD ID number. This includes hoods, firefighting gloves, and suspenders.

### REFUSAL OF PPE SHIPMENTS

The Warehouse staff shall 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 left at the DFD Warehouse unattended, either inside or outside.
- Are shipped in trash or biohazard bags.

### TIMING OF PPE LAUNDRY AND INSPECTION

PPE can be sent to the DFD Warehouse at any time. The previous practice of sending PPE in on the first and third Wednesday is no longer in place. Members should expect their PPE to be returned to them in about three weeks. If your PPE requires advanced repairs as defined by NFPA 1851, the timeline should be increased to about four weeks. Most PPE does not require advanced repairs.

Structural firefighting protective clothing, including gloves, bunking gear, and protective footwear, shall be cleaned and dried according to the manufacturers’ instructions as needed, and at least every six months.
### 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 as a result of multi-company operations and day-to-day tracking of assigned equipment and hose.

<table>
<thead>
<tr>
<th>District</th>
<th>Apparatus</th>
<th>Base Color</th>
<th>Stripe Color</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Engine 1</td>
<td>Red</td>
<td>Yellow</td>
</tr>
<tr>
<td>2</td>
<td>Dive Unit</td>
<td>Red</td>
<td>Yellow</td>
</tr>
<tr>
<td>2</td>
<td>Tower 1</td>
<td>Red</td>
<td>Red</td>
</tr>
<tr>
<td>2</td>
<td>Collapse</td>
<td>Red</td>
<td>Black</td>
</tr>
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<td>Engine 3</td>
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<td>Truck 4</td>
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<td>Orange</td>
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<td>2</td>
<td>Engine 6</td>
<td>Red</td>
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</tr>
<tr>
<td>2</td>
<td>Hamer 1</td>
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<td>Truck 16</td>
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<td>Blue</td>
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<td>3</td>
<td>Engine 21</td>
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<td>3</td>
<td>Engine 22 Ready Reserve (E09)</td>
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<td>3</td>
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<td>Grey</td>
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<td>Engine 8</td>
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<tr>
<td>4</td>
<td>Engine 18</td>
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<table>
<thead>
<tr>
<th>District</th>
<th>Apparatus</th>
<th>Base Color</th>
<th>Stripe Color</th>
</tr>
</thead>
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<td>Engine 14</td>
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<td>Engine 26</td>
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<td>Truck 26</td>
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<td>Engine 27</td>
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<tr>
<td>5</td>
<td>Tower 27</td>
<td>Orange</td>
<td>Red</td>
</tr>
<tr>
<td>5</td>
<td>Truck 27 Ready Reserve (T38)</td>
<td>Orange</td>
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<td>5</td>
<td>Engine 29</td>
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<td>Engine 7</td>
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<td>Red</td>
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<td>Engine 9</td>
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<td>Tower 9</td>
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<td>Truck 12</td>
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<td>6</td>
<td>Engine 17</td>
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<tr>
<td>6</td>
<td>Engine 17 Ready Reserve (E02)</td>
<td>Black</td>
<td>Pink</td>
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<td>6</td>
<td>Engine 20</td>
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<td>7</td>
<td>Engine 23</td>
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<td>7</td>
<td>Truck 23</td>
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<td>7</td>
<td>Engine 25</td>
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<td>Engine 28</td>
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<td>Green</td>
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<td>Engine 28 Ready Reserve (E05)</td>
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<td>Pink</td>
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<td>7</td>
<td>Truck 28</td>
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<td>7</td>
<td>Engine 30</td>
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<td>7</td>
<td>Engine 36</td>
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<td>7</td>
<td>Engine 37</td>
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</tr>
<tr>
<td>7</td>
<td>Truck 38</td>
<td>Blue</td>
<td>Yellow</td>
</tr>
</tbody>
</table>

| Training | Engine         | Orange | Black |
| Training | Truck          | White  | Black |
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.
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.
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

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.
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.
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.
PURPOSE: This Research and development (R&D) guideline is designed to define a procedure and process for the preparation, documentation, distribution, review, and approval of all items to be tested as potential purchase items for the Operations Division.

SCOPE: Applies to all Operations Division Members.

ROLES AND RESPONSIBILITIES:
Any member may submit a request for consideration to R&D a specific piece of equipment. All R&D requests shall go to the Operations Division Captain, through the requesting member’s chain of command, for approval. The Operations Captain will then assess if the set piece of equipment meets the criteria that warrants the testing of that product.

R&D Testing Criteria
- The safety of the product for use by our members
- The potential need for such a product in the Division
- The safety implications of not using the product
- The cost/benefit of the product and our ability to purchase that product

Once these criteria have been vetted through the chain of command, and final authorization from the Division Chief of Operations for product testing has been approved in writing, the following steps must be completed and forwarded to the Operations Captain throughout the testing process for proper record keeping:

1. Assure “Product Testing Purchase and Damage Waiver” has been completed and signed/dated by vendor (this shall be completed by the Operations Captain).

2. Track product and assure it is returned (if required) in the timeframe and in the condition specified by vendor.
   2.1. Document the return date and condition of equipment.

3. Assure adequate feedback on product testing is provided to the vendor at the conclusion of the test.
   3.1. Members actually testing the equipment should provide the feedback.

4. Forward all product feedback utilizing the “Product Wear Trial and Testing Evaluation Form” (see Attachment 2106.12a), along with a letter of
recommendation, to the Division Chief of Operations through the Operations Captain for final decision.

5. All members involved in the process will then be notified through electronic correspondence on the final decision.
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:

The negative about this product are:

My recommendations to improve the product to meet our intended application are:

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
Product Wear Trial and Testing Evaluation

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.

<table>
<thead>
<tr>
<th>Product being tested is</th>
<th>Worse 1-4</th>
<th>The Same 5</th>
<th>Better 6-8</th>
<th>Far Better 10+?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sizing and Fit</td>
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<tr>
<td>Design and Appearance</td>
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<td>Over All Weight</td>
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<td>Closure System</td>
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<td>Ease of Mobility/Dexterity</td>
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<td>Thermal Protection</td>
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<td>Cut/Abrasion Protection</td>
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<td>Donning &amp; Doffing</td>
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<tr>
<td>Ease of use</td>
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<tr>
<td>Maintenance requirements</td>
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<tr>
<td>Met the need of the application</td>
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<tr>
<td>Overall rating</td>
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</tbody>
</table>

Please give an approximate number of times the product was used under the listed conditions:

<table>
<thead>
<tr>
<th>Number of times used in daily Operations</th>
<th>Number of times used in emergency responses</th>
<th>Number of times used in training applications</th>
<th>Number of times used in miscellaneous applications</th>
</tr>
</thead>
</table>

On the following page please answer the following questions as complete and honestly as possible.
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. In the event that a tactical channel change is made after incident operations have been initiated, consideration should be given to conducting a PAR.

D. Radio communications shall follow the model identified in NIMS.

E. Communications shall be professional in nature at all times.

F. Apparatus Identification
   1. The “radio name” used in Department radio communications is according to the particular apparatus or apparatus type rather than the position filled.
      a. Examples: Engine 22 relocated to Station 13 is to respond as “Engine 22” rather than as “Engine 13.”
      b. If Tower 4 changes to a standard aerial, it then becomes Truck 4.
   2. The Denver Fire Department will use the term “Engine” rather than “Pumper.”
   3. Units shall answer a call from Fire Dispatch with their current location. Even with GPS capabilities, the dispatcher map can be crowded, not zoomed in, or the GPS unit has not updated since the last status change.

G. Echoing
   1. Echoing is essential for relaying critical information and for confirming that assignments are received and understood.
   2. The “echo” should be the last segment of the complete radio message.
## Incident Communications

a. Example: “Truck 8, Broadway Command, take your crew to the roof of the fire building to open a ventilation hole.”
b. 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.

### III. ADDITIONAL COMMUNICATION TECHNOLOGIES

Incident dynamics may dictate the need for the use of additional communication technologies, especially when relaying sensitive, lengthy, detailed information, or special operations. These include but are not limited to:

A. Telephones, both hardwired and wireless  
B. Handsets  
C. Internet  
D. Voice Amplifiers  
E. Building radios

### REFERENCES:

None
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 assignment shall be:
   Map page (if applicable),
   Report of a: (Nature)
   Address:
   For: (Units Responding)
   Operating on: (Tactical channel)
   Additional Information:

   For example: “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, Rescue, and Hamer. This is at the McDonald’s.”

   Or

   “This is an unconscious party at 1325 Madison for Engine 15.”

B. Order of dispatch shall be Engines, Trucks, Chiefs, RIT, Rescue, Hamer, and then specialty companies, i.e., Collapse, Decon, etc.

C. Dispatch shall designate the RIT on calls that require one.

D. The dispatch information shall be given three (3) times over the VOCALARM, two (2) time on Fire 1, and two (2) times on the designated tactical channel.

   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. The long ring or tone shall be used for fire calls or significant events where more than a single engine, truck and chief is dispatched. The use of the long ring may also be considered in times of heavy radio traffic.
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.
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 24th 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:

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.
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 in order 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. Individual members will be required to demonstrate that they are proficient in the skill sets needed for each evolution. Each Company Standard indicates which State and CMCB JPRs are completed any time a particular evolution is accomplished.

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. Performance testing to these Standards will be completed bi-annually by the District Chiefs and the District Training Chief on each shift.

B. District Training Chiefs shall maintain records of which companies are evaluated, what evolutions were completed, whether the Standard was completed successfully, and the date of completion.

C. Company Standards should be incorporated into daily training and also used as reference guides.

D. Officers completing daily training entries in Firehouse shall record which Company Standards were completed, along with JPR entries corresponding to the job sheets listed for each Standard.

E. If a deficiency is identified for a company or an individual in a certain Standard, a performance improvement plan will be implemented by the District Chief of that company or individual, with the assistance of the District Training Chief.
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, two (2) families and less.

Multiple family residences 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. Thus, all multiple family residences will receive an annual fire inspection even if no common areas are present. 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 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.

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 knowledge of the District Fire Prevention Chiefs. Inspections shall be made by members as detailed by the District Chiefs in their respective Districts 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.

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 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 Fire Prevention Division 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 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.

Any requests for information by the public should also be forwarded to the Fire Prevention Division through the District Fire Prevention Chief.
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.

The District Fire Prevention Chief can contact the Fire Prevention Assistant Chief 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 9th falls). Arrangements shall be made with the respective principals of each school for the time and date of fire drills.

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. In addition, Operations Division Companies conduct an annual pre-plan inspection visit.

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 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 call the FPD Duty Officer after notifying the District Chief.

If an Operations Division Company is assigned a fire inspection for a property not previously identified as a marijuana facility and it is determined on arrival that the occupancy is involved in marijuana operations then members are directed to not complete the inspection and instead refer it to the FPD via email or phone. Remember that this provision does not apply to annual Company level pre-plan inspections.

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. 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.

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 Fire Prevention Assistant Chief during business hours, or the Fire Prevention Duty Officer after hours. (In all instances the Company’s District Fire Prevention Chief 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 physically delivered to the property representative.

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
For instances where the Company inspector has issued an Order to Comply and the reinspection reveals non-compliance, such facts shall be communicated to the Fire Prevention Division Assistant Chief through the District Fire Prevention Chief for assistance in enforcement.

In addition to communicating the non-compliance issue to the District Fire Prevention Chief the Company inspector shall refer the violation to the Fire Prevention Division by placing an “X” in the “Bureau Requested” box in FHInspector program on the tablet computer. This will generate a Referral to the Fire Prevention Division.

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.

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.”

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 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 and tracking system must be devised and maintained by each House Captain to monitor individual OTC’s (formerly FD-80’s) issued by the Company. This system must provide ease of access to files and complete communication between all shifts and rigs 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 per the OTC 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 shift in order to expedite the process.

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. 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.
PURPOSE: To identify the composition, response, and duties of the Rapid Intervention Team and/or RIT Group / Branch

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. Any company assigned as RIT will generally not assume a firefighting or emergency operations role unless activated or otherwise directed by the IC. RIT should only be reassigned after a new RIT has been established. However, should the RIT have to take immediate action to affect a firefighter rescue and/or address some other immediate safety-related issue, they shall notify the IC immediately.
3. At the termination of the incident, 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.
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.
The RIT team should perform a 360-degree survey, if possible, 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

1. The following equipment shall be the minimum that a RIT should report to the command post with:
   a. Thermal Imaging Camera
   b. RIT Pack:
      1 300’ rope bag with 3 - 25’ Group Search Kits
      1 Five ring harness with 1 large carabiner
      1 Pair of tin snips
      1 75 min. air cylinder, face piece and regulator
   c. Hand tools (forcible entry/exit)
   d. Portable radios

2. All truck companies are equipped with a RIT pack. The location of the pack 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. Members shall become very familiar with the contents and operation of the RIT pack and its location on the truck companies with which they normally respond.

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
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 / Branch to coordinate resolution of the Mayday situation;
2. Leaving the RIT Group / Branch 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. Rescue One
   b. Tower One
   c. Collapse Unit
   d. Hamer One
   e. Additional alarms
   f. DFD Structural Engineer
   g. DFD USAR personnel
   h. Air Shovel
   i. Mutual Aid;
5. Assigning a Chief Officer to the RIT operation; and
6. 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, and
3. Activate Level II RIT Group / Branch, which shall consist of not less than the following:
   a. One Engine
   b. One Truck
   c. One Assistant Chief

RIT Group / Branch 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 / Branch Director.
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 / Branch 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

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 / Branch Director should consider the need for additional RIT resources.

5. The RIT Group Supervisor / Branch Director should keep the IC updated on the progress of the rescue and needed resources.

REFERENCES:

- Firescue Interactive, Rapid Intervention Team Recon, FDTN Volume 6, Issue 12, December 2002, David McGrail


- 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
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 or trapped firefighters. 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:

1. Activating the red emergency button on the member’s portable radio followed by “Mayday Mayday Mayday.” This creates an ‘emergency auto key timeout’ that gives the user up to 15 seconds of uninterrupted air time for transmitting emergent information without having to hold the push to talk. The red emergency button must be depressed initially for 2 seconds to activate the ‘emergency auto key timeout.’
2. Transmitting a verbal radio message starting with “Mayday Mayday Mayday.” If no acknowledgement is received by the I.C. 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.

B. After declaring the Mayday, 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, two members, second floor alpha side, we need a ladder to the window, there has been a floor collapse and we are trapped.”

“Mayday, Mayday, Mayday. Tower One Charlie, one member; my assignment was primary search on the third floor. Activate the RIT team. I’m disoriented and low on air.”

C. Activate PASS device *after* transmitting Mayday information.
D. Maintain crew integrity.
E. Evaluate the situation and then balance your efforts of performing a breach, evading, entrenching, or easy breathing based on your remaining air supply, any injuries, and your personal capabilities.

## II. IC RESPONSIBILITIES

The IC shall:

A. Acknowledge Mayday from firefighter.
B. Deploy the Rapid Intervention Team to assist with the Mayday situation.
C. 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.
III. 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.
C. Clear the air with alert tone indicating radio silence and then echo the radio transmission from the firefighter declaring the Mayday.

IV. 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

REFERENCES: Elgin Fire Department Safety – Lost/Trapped Firefighters Operations Policy #2023.04 issued 10/21/05
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. I.D. 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.
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 2nd 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.
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)
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
PURPOSE: To outline the role and responsibilities of the Incident Safety Officer position.

SCOPE: All DFD personnel

THE ROLE OF AN INCIDENT SAFEETY 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.
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.

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
DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Topic No.: 2110.05
Date: 08-30-17
Approved: CDIII
Review Date: 08-30-19
Replaces: Same, dated 08-15-13

Section: OPERATIONS: SAFETY
Topic: Safety Officer Roles and Responsibilities

- 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:

  o Stopping unsafe, unnecessary actions immediately
  o Monitoring and informing the Incident Commander of any identified safety concerns
  o Removing, flagging, or setting up barriers around hazards
  o 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.
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.
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.
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
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.

Truck Officer:
- Assume command on established tactical channel.
- 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).
- Obtain set of building master keys.
- Once relieved of command by District Chief, proceed to location of stalled elevator car.

Engine Officer:
- Proceed to the machine room with one member of the engine crew, communicate with IC and truck officer to coordinate power shut-off of the effected elevator.
- Remains at the power shut off location for the duration of the incident.

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.
- Confirm the location of car(s). If there are no keyways, consider poling across then down to open the affected car.
- Determine number of trapped parties.
- Determine condition of trapped parties and need for EMS.
- Responsible for safe removal of trapped parties from stalled elevator car.
• Confirm the power to the stalled elevator has been turned off.
• Open doors and determine if the victims can be removed safely.
• 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 in the Command Center.
• The CP will be incident driven.
• If the need for a technical rescue is determined, secure power to elevators adjacent to stalled car.

If the incident is determined to be a technical rescue: (which will be defined as the need to remove the occupants from the car other than the elevator door)

• Notify Command, request appropriate resources, and ensure that the elevator company is responding.
• High-Angle response companies: report to IC for assignment

Technical Rescue can include but is not limited to:

• Use of hatchways
• Use of adjacent cars
• Forcible entry
• Rope rescue
• Breaching

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 on the extrication floor. Full turnout gear should be worn into the elevator machine room to avoid electrical hazards, grease, etc. Consideration should
be given to the possibility of smoke in the machine room. If a box is also activated, 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.

Consideration should be taken for fall protection on open elevator shaft ways.

At the conclusion of the incident, notify the building representatives of the actions taken and leave the power off to the affected car.
PURPOSE: To help DFD crews continue 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 97: Unruly crowd, small-localized situation, demonstration, or sit-in, with possibly hostile crowd. Dispatcher will notify Duty Officer who will notify Chief of Department, Operations Division Chief, District Chief, and Police Department when necessary.

Code 98: Number of people involved in Code 97 increasing; hostile or violent acts occurring. Dispatcher will alert the Department over Vocal Alarm and place hold order in effect (keep Duty Officer and Chief of Department apprised of the situation.)

Code 99: Large riot either imminent or in progress affecting large or multiple portions of the City. Incident Command System will be implemented. All procedures in Codes 97 and 98 have been implemented.

Code 100: Individual company/member calling for emergency assistance. Code 100 should only be used when the crew or an individual member is in imminent danger.

I. STRATEGIC CONSIDERATIONS FOR CIVIL DISORDERS

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 well being of all personnel responding.

The Code 97, 98, or 99 may be implemented by the first arriving crews.

The Incident 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 IC can also upgrade/downgrade the Code as conditions warrant.

If possible, responding units should be grouped together for travel. If attacked, they will leave the area immediately and return when the scene is secured by law enforcement.

Safety is the top priority in these instances, and crews should be kept together at all times. In addition, reserve apparatus should be used to prevent excess damage. The use of tarps to protect apparatus and personnel should be considered.

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.

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, 25th and Blake”

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
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. The Incident Commander or any Fire Officer or member that perceives a life-threatening situation shall announce the evacuation order over the tactical channel immediately.

B. The Fire Dispatcher activates the oscillating Emergency Back-out Tone on the tactical channel (keep in mind that the tone can not 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 30 seconds. The 30-second horn blasts can be repeated when the complexity of the structure and/or incident warrant. Pump operators who are managing active lines should not leave their pump panel to activate their air horns.

D. Fire Dispatch will transmit on the tactical channel that the oscillating Emergency Back-out Tone has been sounded and the address of the incident. This message will be transmitted three times at 15-second intervals. When the tactical channel is a non-repeated channel (radio-to-radio), the Incident Commander shall repeat three times at 15-second intervals 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/Single Resource for a PAR (Personnel Accountability Report).

G. Immediately following the evacuation and PAR, the Branch Director or Division/Group Supervisors shall report the status of their assigned crews to the Incident Commander.
H. Company Officers shall include a report of their location and tactical assignment when contacted for a PAR.

REFERENCES: None
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.
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
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

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 of 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.

Because of the potential for an ignition source, portable radios must be turned off prior to entering the structure and should only be used to transmit when 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 of the pilot lights as well as the leak.
II. 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:

A. Reverse lay, from the affected building to the hydrant.
B. Staging at the nearest hydrant.
C. Laying in short of the building.
D. 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.

A. In areas that have an immediate truck company response, the first-in engine crew shall not enter the building.
B. 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.
C. The crew shall not position themselves directly in front of the building.
D. 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.
III. 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 thermocoupling 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).

IV. HAZARDOUS MATERIALS EMERGENCY RESPONSE TEAM (HAMER 1)

Hamer 1 is dispatched to all inside natural gas emergencies and major outdoor leaks. The incident commander may request the assistance of Hamer 1 at any natural gas incident. Hamer 1 carries a variety of meters as well as various plugs, patches, wedges, sealing materials, spark-proof tools, clamps, and proximity suits that may be utilized. The expertise of the members of Hamer 1, with the specialized equipment they carry, makes them an excellent choice as an entry team to locate and mitigate leaks.

This is especially true if the leak can not be shut down at the meter.

V. MAJOR OUTDOOR LEAKS

Orange plastic pipe is the predominant supply line used by Xcel Energy. This type of pipe may be crimped by the Hamer team in order to slow down a complete break. However, if a line is only cracked or partially broken but gas is still flowing through the supply pipe, where hazards permit, Xcel Energy asks that we leave it alone.

Another concern with crimping gas lines is the increased hazard of creating a spark when there is a “joint” or “combined” trench, containing an electrical line and gas line in the same trench.

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. In any type of large outside line break, it is better to secure the immediate and surrounding areas and wait for the assistance of Xcel Energy crews.

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. 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.

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.
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
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
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

- 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 1st 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.
- It shall be mandatory for members to doff their structural PPE.
DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: INCIDENT OPERATIONS
Topic: Firefighter Rehabilitation during Emergency Incidents

- 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.
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.
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”
PURPOSE: 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 Investigators respond to, it in no way precludes the Incident Commander from contacting an Investigator for advice or direction on any incident.

SCOPE: Fire Investigators are responsible for enforcement of the Colorado Revised Statutes, the Denver 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.
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.
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 Juvenile Firesetters 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 for assistance in remediying 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.

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.

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PURPOSE: To describe the requirements of safety vest or other ANSI compliant outerwear usage by Denver Fire Department members when working at an incident that places the member in or near moving traffic or on a highway/interstate. Structural turnout coats are not ANSI compliant.

SCOPE: Applies to all Operations Members operating at incidents on roadways

DEFINITION:

Hot Zone - The hazard area that includes the environment where an immediate danger exists to firefighters operating in areas where fire, heat, chemicals, and other contaminants and/or an entanglement hazard exists

I. BACKGROUND

For incidents where exposure to the hazards of moving traffic are present for Fire Department personnel working on foot, safety vest or other ANSI compliant outerwear usage is required except as explained below. Conforming to this policy places the member in compliance with Federal law 23 CFR Part 634 and applicable provisions of the Federal Highway Administration’s Manual on Uniform Traffic Devices (MUTCD).

II. PROCEDURE

Specifically, when the nature of the 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:

A. ANSI 107-compliant Class II vest, Class III Traffic Safety garment, or ANSI 207 Public Safety vest
B. Other ANSI compliant outerwear

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.”

III. EXCEPTIONS

Several unique incident types may be encountered where the donning of a highway safety vest may actually increase risk of injury for the Fire Department member or where wearing of a vest may in fact be otherwise impractical. Under these limited situations,
the requirement for donning ANSI-compliant vests by members directly involved in hazard area “Hot Zone” activities is modified.

The exemptions for wearing a highway safety vest apply only to members directly involved in activities within an established “Hot Zone.”

The required ANSI-compliant Highway Safety vest need not be worn when a member is required to:

A. Don structural PPE and SCBA to work in close proximity to a source of heat such as during suppression of a vehicle fire.

B. Don hazardous material personal protective equipment to avoid potential exposure to chemicals or other contaminants.

C. Don technical rescue PPE and/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.

All members on-scene performing duties or involved in activities other than those listed above are required to don ANSI-compliant vests when working in or near moving traffic.

At any incident, immediate attention should be given to creating a safe working zone through rig placement, using traffic cones, etc. to make the incident as safe as possible. This becomes more imperative when personnel are working without the benefit of wearing ANSI approved outerwear.

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. 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, and expect to remain on scene after these activities are completed.
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.
• 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.
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 6th 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.
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...
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
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?
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.
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.


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.
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Section: OPERATIONS: INCIDENT OPERATIONS
Topic: Elevator Use during Fire Ground Operations

4. 2015 IBC requirements will **not** apply retroactively to structures that were built prior to the adoption of the new code.
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 known address concerns, nature code, on scene observations, lack of information, or other concerns. When safety concerns exist, the Officer should go on-scene and inform Dispatch that they are staged. The Officer should inform the dispatcher of what assistance they require, for example, waiting for police cover or requesting call back or additional information.

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.
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.
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. However, brief explanations of other terminology are included in order to give a broad overview of ICS. This SOG begins with the definitions and use of ICS for small incidents and progresses through very complex incidents. Also, at the end of this SOG are links that are provided if a further, more detailed explanation of ICS is needed.

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 glimpse 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.
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.
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.
**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.
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.) 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

- 1st Engine - Attack Line
- 2nd Engine - Backup Line to front door
- 3rd Engine - Supply line to rear, standing by
- 1st Truck - Search
- 2nd 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)
- 2nd 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 3rd Engine). Fire is controlled quickly and Groups/Divisions were not needed or used.
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 10th 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).

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 1, HAMER 1, 3 Chiefs, Ops 2). 4-story apartment fire, large layout, 8 apartments per floor, interior hallways, fire on the 3rd floor, 1 apartment involved, heavy smoke throughout floor, fire extending to 4th floor.

- 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 3rd floor.
- Division 4 - Engine 8, Truck 8, HAMER 1. Division Supervisor is Truck 8. Given the task of extinguishment, search, rescue, evacuation, and ventilation (all tasks) on the 4th floor.
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Topic: INCIDENT COMMAND

- 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 2nd floor.
- 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, HAMER 1, 3 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.

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).

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 1, 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.

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 logistics portion of the incident. Duties of the Logistics Section include acquisition of vehicles, tools, equipment, food, and facilities needed at the incident.
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- **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.
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
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.
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.
**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...
An 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.
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.
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.
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
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).
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 zeroed 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.
A. Be sure the structure is evacuated and start the investigation procedure with 2 – 3 firefighters only.

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.

B. 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 anyone is presenting with signs and symptoms of carbon monoxide poisoning, command shall request Hamer 1 and an ambulance Code 10. If the Hamer is not available, another truck company with meters shall be dispatched to verify the initial meter readings.

C. 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 enroute 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 reactives.
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. Once meter is turned on, **leave it as is**. The default mode when turned on will measure the low limit of CO (35 PPM) and will go into alarm at or above this level.

3. The meter is designed to run in a continuous manner; **therefore, once placed in service there is no need to shut the meter off**.

4. 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...)

5. 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.

6. Calibration is required every six months. Companies will not be assigned a specific meter; Station 6 will maintain a calibrated and working inventory of meters that will be distributed out when the districts send in their current meters. **Company officers and members will be responsible for the inventory of the meter that they receive**. The single gas meters shall be sent to Station 6 for calibration as follows:

   January/July: District 2
   February/August: District 3
   March/September: District 4
   April/October: District 5
   May/November: District 6
   June/December: District 7
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 functioning in an operational capacity at a carbon dioxide response.

I. CARBON DIOXIDE CONSIDERATIONS

Carbon Dioxide or CO₂ 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
• It is the second most widely delivered and used compressed gas after Oxygen

CO₂ is either a compressed/liquefied gas which is most commonly used in industry or it is a solid like dry ice. It is an 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 1 ½ times heavier than air.

CO₂ 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 workweek
• 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!
II. FIRE PREVENTION CONSIDERATIONS

When CO2 is used in industry, large quantities are often required. Greater than 100 pounds in use requires continuous ventilation, or a CO2 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 1.0% – 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 1.5% – 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 (CO2) emergency alarm system shall be connected to the building fire alarm control panel and WILL DISPATCH THE FIRE DEPARTMENT.

2. Plant growing occupancy’s 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 CO2 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
These meters are to operate as a safety buffer only, to alert fire crews of inadvertently operating in a CO₂ contaminated atmosphere. (i.e. medical calls, etc.)

2. CO₂ meter should be used when responding to the following occupancy’s:
   - Beverage systems in restaurants, bars, movie theatres & breweries – Below grade
   - Walk-in coolers at restaurants as a (confined space) similar to 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 CO₂ is present above the PEL (Permissible Exposure Limit) and the occupancy management needs to contact their CO₂ 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 CO₂ response which will include a Chief, Engine, Truck and Hamer 1. Hamer 1 will determine actual concentration and strength of CO₂ in an effort to render the building safe for occupancy. If 30000 ppm 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 CO₂ alarm sounding. If entering the structure is required, then all structural firefighting gear should be worn and all members entering the CO₂ enriched environment should be utilizing their SCBA on air.
   a. Remember that CO₂ is heavier than air. Be sure to check areas below grade during your search for possible victims.
   b. CO₂ may tend to accumulate in enclosed areas and elevated readings should be suspected in these areas.
   c. The balance of the CO₂ response will be dispatched to assist in the mitigation of the incident.

SEE ATTACHMENT 2111.23a (Meter Usage and Calibration for ToxiRAE Pro CO₂.)
PURPOSE: To expedite service to the public, ensure safety of citizens by clearing accidents from roadways when possible and protect responders on scene.

SCOPE: Applies to all Operations Division personnel on scene of an auto accident

I. NON-INJURY AUTO ACCIDENTS

A. Vehicles are moveable or are in a safe location.
   1. The Incident Commander shall confirm with DFD Dispatch that the accident is confirmed Non-Injury.
   2. If the accident location is determined to be a safety issue, the Incident Commander will advise the drivers of the vehicles to relocate to a safe area. This relocation shall be relayed to DFD Dispatch.
   3. The Incident Commander will provide the operators of the vehicles an Accident Information Exchange form and communicate their options of either filing a counter report (instructions on the back of the form) or to remain on scene for Police. This decision shall be relayed to DFD Dispatch.
   4. Once the scene has been rendered safe, DFD personnel can return to service and vacate the scene.

B. Vehicles cannot be moved and require tow.
   1. The Incident Commander shall confirm with DFD Dispatch that the accident is confirmed Non-Injury.
   2. If the accident location is determined to be a safety issue, the Incident Commander will advise DFD Dispatch that a “short” tow is required and remain on scene until arrival. Upon arrival, the towing company will “short” tow the vehicle to a safe location. The DFD Incident Commander will be requested to sign the tow slip on behalf of Denver Police and provide a DPD incident number on the slip. This incident number will be obtained through DFD Dispatch.
   3. The Incident Commander will provide DFD Dispatch with the location of the vehicles and request that the occupants remain on scene until Police arrival.
   4. Once the scene has been rendered safe, DFD personnel can return to service and vacate the scene.
II. INJURY AUTO ACCIDENTS

1. The Incident Commander shall notify DFD Dispatch immediately of the reported injury or suspected DUI/DUID.
2. DFD personnel shall leave vehicles in place and attempt to preserve accident debris and other evidence of collision, if possible.
3. DFD personnel shall utilize all means necessary to provide scene safety until arrival of Police.
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
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 Rescue 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 2nd 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.
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 can not 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 hoselines, 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
## Introduction

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 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 in order 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 so as 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 hoseline 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 so as 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 in order 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 efficiently as possible. Pre-planning the different types of buildings found in their response area with regard to hose stretches and connections is the finishing touch to a well-rounded engine crew. Each and every member of the engine company must understand the importance of their specific roles and the contributions that they make to the team as a whole. 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 in order 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!**

**REFERENCES:** None
Backup Line: This is a line that is at least as long (or longer) as and also has the capability of delivering the same gallons per minute as the primary attack line. This line will be charged with water, staffed by Firefighters, and can be put to 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 multiuniversal 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
- 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 located in close proximity (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 two-fold.

**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. 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 (in-line 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) so as to maximize water delivery to the next engine.

**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 steam 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 2nd 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.

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 be discouraged from using 2-1/2” hose as a source of supply for delivering water via in-line pumping, to master streams, or to Fire Department connections.
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 GPMs 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 on a daily basis 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’s (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 of the first engine beyond what a single 3” line can give with straight hydrant pressure (also increasing gpm’s) 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 of 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
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, provided that 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.

All of these actions take much coordination from the engineers on the two engines involved. Both engineers must be attentive to radio traffic with regard to 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.
Purpose: To provide a guideline for Engine company operations at grass/weed fires with regard to life safety, property conservation, and incident stabilization.

Scope: Applies to all members performing Engine company operations at grass/weed fires.

Although limited, past 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 mutual aid, should be made early on 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 of 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 foam. This will help with penetration of dense fuels. Foam can be applied in as low a concentration as 0.5%. A Blitz fire foam applicator 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.

References: None
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 taken into account with regard to vehicles running over the hose and causing a rupture.

C. **Fire Attack**
   The minimum line suitable for a 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.
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.

REFERENCES: None
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 should 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 also 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.
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 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 also 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.

**REFERENCES:**

None
PURPOSE: To efficiently 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

Any time an engine company is dispatched to a reported structure fire or odor investigation with smoke and a forward or dual forward lay is performed, the Humat (hydrant) valve shall be used.

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 can not 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.

REFERENCES: None
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 actually 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 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 rescues. 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. However, 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. 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 aforementioned 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 may actually 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 use every possible opportunity to familiarize themselves with the buildings in their areas, paying close attention to FDCs, hydrant location, and the construction types.

REFERENCES:  None
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 and second 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.

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.
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. Finding 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 would be cumbersome and 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.
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 in order 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 strongly take into account 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 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.

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. The engine company should be prepared to make use of this time 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.

REFERENCES: None
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 have the ability to provide up to 2000 gallons per minute for the purpose of water supply to master streams. Often times 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, through the use of 5-inch hose, to the master streams that are operating on the fire scene.

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.’
Often times 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 so as 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.
I. INTRODUCTION

The amount of foam carried on Pumpers designated as foam rigs will be six 5-gallon cans. Engines with pre-connected foam tanks will carry foam supplies as prescribed by Operations.

II. PROCEDURES

A. Company Officer

1. Orders supply line laid out where possible and spots pumper at desired location for attack (up wind and up hill if possible.)

   Safety Precaution: Use all protective clothing and equipment, including helmet, bunks, coat and pants, boots, gloves, SCBA, and hood, if issued.

2. Size up the incident to determine the quantity of foam and the type of foam needed by using the following rule of thumb:

   Polar solvents (acetone, ethanol): 5-gallons of AFFF/ATC 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 ½ to 1 inch.

   The foam blanket should be white in color. Reapply often to maintain the color.

3. If the I.C. 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.

   See page on Foam Application Rates for a Spill.

B. Company Member
DENVER FIRE DEPARTMENT
STANDARD OPERATING GUIDELINE

Section: OPERATIONS: ENGINE OPERATIONS
Topic: AFFF / ATC FOAM

1. Makes hook up of eductor. Eductor can be mounted directly to pumper outlet or extended as needed with a 2-1/2 inch supply line from pumper to eductor position.

2. Metering valve must be set at the correct percentage settings according to the type of foam carried and its use. (Check the foam cans that are on your pumper for the correct percentage setting for the eductor.)

C. Company Officer

Order lengths of attack line, up to 300 feet of 1 ¾ inch hose from the eductor to the incident scene.

D. Company Member

Pulls desired size and length of hose and makes connections to the eductor.

E. Company Officer

Selects the proper nozzle according to GPM flow. Nozzle GPM must match eductor GPM. All eductors flow 95 GPM.

NOTE: "The Elkhart Selecto nozzle should not be used."

A constant flow nozzle that has been set at 95 GPM is the best nozzle to use. At this time, the Akron Marauder is the nozzle of choice.

F. Company Member

Unload the six cans of AFFF/ATC from the trough.

G. ENGINEER

Puts pump into operation, 200 psi must be maintained at the eductor. 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 cans are removed.
H. **Company Officer**

Makes sure no kinks are in the attack line and checks to see that the nozzle bale is in the full open position.

NOTE: Shaper tube is designed for Elkhart Selecto nozzle and will not fit any other nozzles.

I. **Company Members**

Assist on attack line.

J. **Company Officer**

Directs the foam application, through one or more of the following methods:

1. Indirect application: splashing foam off a vertical surface is an efficient means of application.

2. Bounce and roll the foam onto the fire from the front to control a spreading surface fire.

3. Raining the foam in on a high soft arch. The AFFF/ATC 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.

NOTE: 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.

III. **CHECKLIST**

The inability to properly proportion foam concentrate may be the result of one or more of the following:

A. Mismatched eductor/nozzle combination
B. Partially closed nozzle
C. Clogged nozzle
D. Hose lay too long
E. Metering valve closed
F. Nozzle elevated too high above eductor
G. Equipment clogged with dried foam
H. Ball check valve stuck
I. Plugged screen
J. Kink in hose

IV. FOAM APPLICATION RATES

FOAM APPLICATION RATES FOR A SPILL

HYDROCARBON (Gasoline)

\[ \text{AREA} \times \text{APPLICATION DENSITY} = \text{FLOW RATE REQUIRED} \]

Flow Rate X 10 Minutes X% Concentration – AFFF/ATC needed.
1,500 Sq. Ft. \(=\) 0.10 GPM/Sq.Ft.

1,500 FPM X .10 = 150 GPM Flow Rate Required.

150 GPM X 10 Minutes = 1,500 Gallons total foam solution required.

1,500 Gallons X .03 (3% concentration) = 45 Gallons AFFF/ATC proportioned at 3%.

This example indicated that a minimum water flow rate of 150 GPM is required with 45 gallons of AFFF/ATC proportioned at 3%.

POLAR SOLVENTS (ACETONE, ETHANOL)

\[ \text{AREA} \times \text{APPLICATION DENSITY} = \text{FLOW RATE REQUIRED} \]

Flow Rate X 10 Minutes X% Concentration – AFFF/ATC needed.
1,500 Sq. Ft. \(=\) .20 GPM/Sq. Ft.

1,500 XX .20 = 300 GPM Flow Rate Required
300 GPM X 10 Minutes = 3,000 Gallons total foam solution required.
3,000 Gallons X .06 (6% concentration – 188 gallons of AFFF/ATC proportioned at 6%.

This example indicates that a minimum water flow rate of 300 GPM is required with 188 gallons of AFFF/ATC proportioned at 6%.

V. COLD WEATHER OPERATIONS

COLD WEATHER OPERATIONS WITH AFFF (LIGHT WATER & AFFF/ATC)

The AFFF/ATC 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. Next put the five-gallon AFFF/ATC container on the hose. The exhaust will help keep the AFFF warm and ready for use. Also, you might cover the AFFF/ATC cans with a tarp to hold in the heat.

CAUTION: Make sure the exhaust does not melt the plastic cans.

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 AFFF/ATC.

Solution:

Try to keep the eductor warm until the last minute before using.

Another Possible Solution:

1. Check the water level in the tank. (You might have to drain 30 gallons of water out of the tank first, then add 30 gallons of AFFF/ATC.)
2. Dump six cans of AFFF/ATC into a 500-gallon tank.
3. Pump at any layout needed for the fire.
4. After returning to quarters, the water tank and pump should be thoroughly flushed out to remove all foam residue.

VI. OXYGENATED FUELS

A. Alcohol

Color: Clear, colorless to dark colored liquid
Flash point: Less than 100 degrees F
Weight: Lighter than water, generally soluble in water
Vapors: Heavier than air
Extinguishing Agent: AFFF/ATC, carbon dioxide, dry chemical
Personal Protection: Avoid breathing vapors
Keep upwind
Wear protective equipment and SCBA

B. Ethanol – Ethyl Alcohol

Color: Colorless liquid
Flash point: 58 to 60 degrees F
Weight: Heavier than air
Extinguishing Agent: AFFF/ATC, carbon dioxide, dry chemical
Personal Protection: Avoid breathing vapors
Keep upwind
Wear all protective equipment and SCBA

C. (MTBE) Methyl Tertiary Butyl Ether – Butyl Ether

Color: Colorless liquid
Odor: Turpentine-like odor
Flash point: -30 degrees F
Weight: Lighter than water, insoluble in water
Vapors: Heavier than air
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| Replaces:        | OPs FOGs 233.01 through 233.06 (01-01-99)  
                     | No Change in Content |

**Extinguishing Agent:** AFFF/ATC, carbon dioxide, dry chemical

**Personal Protection:** Avoid breathing vapors  
Keep upwind  
Wear all protective equipment and SCBA
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 single family residence fire

OPERATIONS
All Truck company duties are dictated by the situation and need to remain flexible in order to accomplish the tactical priorities set by the Incident Commander.

I. FIRST IN TRUCK COMPANY RESPONSIBILITIES

A. Size up
B. Rig placement
C. Establish Command (if no Chief on scene)
D. Forcible entry for initial attack line placement
E. Search and rescue
F. Utility control
G. Check for extension
H. Salvage and overhaul
I. Ventilation

II. ROLES OF THE FIRST IN TRUCK

A. Officer
   1. Size up
   2. Officer establishes Incident Command and builds the command structure as the situation dictates and available resources allow.
      a. Brief command statement
      b. First in tactical assignments
         i. Rig placement and assignment for second in truck and other responding apparatus
         ii. Request additional resources and make other assignments as necessary.
      c. When relieved of command, rejoin the Engineer for interior search and rescue or further fire ground operations.
B. Engineer
   1. Rig placement, spot for the building
   2. Check for presence of fire conditions in basement windows.
      a. If fire conditions are present, notify command immediately.
      b. Horizontal ventilation is appropriate.
   3. Rear door sweep
   4. Utility control
   5. Vent as appropriate.
   6. Report to command on c-side conditions and actions taken.
   7. Rejoin the officer for further fire ground operations.
   8. Check for extension.
   9. Salvage and overhaul

C. Firefighters

   1. Force entry for primary attack line.
   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.
      d. Begin a secondary search.
      e. Report the results of the secondary search.

   All members must operate in the rescue mode until all secondary searches are completed.

III. SECOND IN TRUCK COMPANY RESPONSIBILITIES

Priority is dictated by the situation and needs to remain flexible, but may include:

A. Complete unfinished primary tactical responsibilities.
B. Vent Enter Search (VES)
C. Primary search of the floor above the fire
D. Roof operations
E. Laddering for rescue, access/egress, and vertical ventilation
F. Force barred windows
G. Vent for life
H. Vent for fire
I. Positive pressure ventilation
J. Check for extension
K. Check exposures
L. Salvage and overhaul

IV. ROLES OF THE SECOND IN TRUCK COMPANY

These are dictated by the situation and need to remain flexible in order to accomplish the tactical priorities set by the Incident Commander and the second in truck officer.

REFERENCES: None
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 low rise apartment fires

I. OPERATIONS

All truck company duties are dictated by the situation and need to remain flexible in order to accomplish the tactical priorities set by the Incident Commander.

II. CONSIDERATIONS

These types of fires differ from others due to the high life hazard and the enclosed multiple exposures within a single structure.

A. High life hazard
B. Limited apparatus and aerial access
C. Delayed operation of initial hand lines
D. Location of the fire
E. Standpipe, sprinkler, communication, Firefighter “B” service elevators, and centrally monitored alarm systems may not be present.
F. Uncontrolled smoke exposure
G. Protect occupants in place or evacuate
H. Multiple exposures
I. Stacked utility chases
J. Large combustible attics or cocklofts
K. 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.

III. FIRST IN TRUCK COMPANY RESPONSIBILITIES

A. Size up
B. Aerial placement
   1. Spot for rescue and roof operations
   2. Communicate placement for second truck
C. Establish command
D. Locate the fire
E. Forcible entry for initial attack line placement
F. Search and rescue starting from the fire apartment working outward and upward
G. Utility control, initially within the affected apartment
H. Check for extension
I. Salvage and overhaul

IV. ROLES OF THE FIRST IN TRUCK

A. Officer
   1. Size up
   2. Officer establishes incident command and builds the command structure as the situation dictates and available resources allow.
      a. Brief command statement
      b. First in tactical assignments
DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Topic No: 2113.02
Date: 04-20-11
Approved: TAB
Review Date: 04-20-13

Section: OPERATIONS: TRUCK OPERATIONS

Replaces: OPs FOGs 400.01, 401.01, and 402.01 (03-18-04); and 403.01 (01-15-04)

Topic: Truck Company Operations at Low Rise Apartment Fires

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.

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. Indicate ventilation
   6. Check for extension
   7. 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.
   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. Conduct a primary search of adjacent apartments.
      e. Conduct secondary searches.
      f. 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.

A. Spot aerial for rescue and roof operations, complementing the first in truck position.
B. Complete unfinished primary tactical responsibilities.
C. Primary search of the living unit(s) and floor above the fire
D. Roof operations
E. Laddering for rescue, access/egress, and vertical ventilation
F. Vent for life.
G. Vent for fire.
H. Positive pressure ventilation
I. Utility control
J. Check for fire extension aggressively and early, concentrating on voids and utility chases.
K. Check exposures.
L. Salvage and overhaul

VI. ROLES OF THE SECOND IN TRUCK COMPANY

These are dictated by the situation and need to remain flexible in order 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.

REFERENCES: None
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 multi-story attached residential fire

OPERATIONS

All truck company duties are dictated by the situation and need to remain flexible in order to accomplish the tactical priorities set by the Incident Commander.

CONSIDERATIONS

Treat these incidents similar to a single-story residence with the following considerations:

A. Limited access for apparatus and aerial devices
B. Lightweight or Truss Joist I-beam construction
C. Combustible building materials
D. Large common attics
E. Multiple void spaces
F. Large open floor plans
G. Multiple exposures
H. 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.

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.

I. FIRST IN TRUCK COMPANY RESPONSIBILITIES

A. Size up
B. Aerial placement/Ground laddering
   Consider spotting for the roof.
C. Establish Command (if no Chief on scene)
D. Forcible entry for initial attack line placement
E. Search and rescue
F. Utility control
G. Check for extension
H. Salvage and overhaul

II. ROLES OF THE FIRST IN TRUCK

A. Officer
   1. Size up
   2. Officer establishes Incident Command and builds the command structure as the situation dictates and available resources allow.
      a. Brief command statement
      b. First in tactical assignments
         i. Rig placement and assignment for second in truck and other responding apparatus
         ii. Request additional resources and make other assignments as necessary.
      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. Vent as appropriate.
   4. Rejoin the officer for interior search and rescue or further fire ground operations
   5. Check for extension.
   6. Salvage and overhaul

C. Firefighters
   1. Force entry for primary attack line.
   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.
d. Begin a secondary search.

e. Report the results of the secondary search.

3. Ventilate as appropriate.

4. Check for fire extension aggressively and early, concentrating on voids and utility chases.

5. Salvage and overhaul

All members must operate in the rescue mode until all secondary searches are completed.

III. SECOND IN TRUCK COMPANY RESPONSIBILITIES

Priorities are search of the unit above or roof operations.

A. Complete unfinished primary tactical responsibilities.

B. Vent Enter Search (VES)

C. Primary search of the floor above the fire (should be conducted using extreme caution)

D. Roof operations

E. Laddering for rescue, access/egress

F. Force barred windows.

G. Vent for life.

H. Vent for fire.

I. Positive pressure ventilation

J. Check for extension aggressively and early, concentrating on voids and utility chases

K. Check exposures

L. Salvage and overhaul

IV. ROLES OF THE SECOND IN TRUCK COMPANY

These are dictated by the situation and need to remain flexible in order 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
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 strip mall or single story, single occupancy commercial structure fire

OPERATIONS

All Truck company duties are dictated by the situation and need to remain flexible in order to accomplish the tactical priorities set by the Incident Commander.

CONSIDERATIONS

These fires present unique hazards:

A. Is the building occupied; type of occupancy
B. Location and extent of fire
C. Light weight construction
D. Façade overhangs
E. Roof loads
F. Large open area
G. High capacity utilities

I. FIRST IN TRUCK COMPANY RESPONSIBILITIES

A. Size up
B. Rig placement
C. Establish Command
D. Forcible entry for initial attack line placement
E. Search and rescue
F. Utility control
G. Check for extension
H. Salvage and overhaul
II. ROLES OF THE FIRST IN TRUCK

A. Officer
   1. Size up
   2. Officer establishes Incident Command and builds the command structure as the situation dictates and available resources allow.
      a. Brief command statement
      b. First in tactical assignments
         i. Rig placement and assignment for second in truck and other responding apparatus
         ii. Request additional resources and make other assignments as necessary.
      c. When relieved of command, rejoin the Engineer for interior search and rescue or further fire ground operations.

B. Engineer
   1. Rig placement, spot for the building
   2. Check for presence of fire conditions in basement windows.
      a. If fire conditions are present, notify command immediately.
      b. Horizontal ventilation is appropriate.
   3. Utility control
   4. Vent as appropriate.
   5. Report to command on c-side conditions and actions taken.
   6. Rejoin the officer for further fire ground operations.
   7. Check for extension.
   8. Salvage and overhaul

C. Firefighters
   1. Force entry for primary attack line.
   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.
      d. Begin a secondary search.
      e. Report the results of the secondary search.
3. Ventilate as appropriate.
4. Check for fire extension.
5. Salvage and overhaul

All members must operate in the rescue mode until all secondary searches are completed.

III. SECOND IN TRUCK COMPANY RESPONSIBILITIES

Priority is dictated by the situation and needs to remain flexible.

A. Complete unfinished primary tactical responsibilities.
B. Vent Enter Search (VES)
C. Primary search of the floor above the fire
D. Roof operations
E. Laddering for rescue, access/egress, and vertical ventilation
F. Force barred windows.
G. Vent for life.
H. Vent for fire.
I. Positive pressure ventilation
J. Check for extension
K. Check exposures
L. Salvage and overhaul

IV. ROLES OF THE SECOND IN TRUCK COMPANY

These are dictated by the situation and need to remain flexible in order to accomplish the tactical priorities set by the Incident Commander and the second in truck officer.

REFERENCES: None
PURPOSE: To provide a procedural overview for first and second arriving truck companies, including the Rescue and Hamer companies

SCOPE: Applies to all Denver Fire Department personnel functioning in an operational capacity at a warehouse fire

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:

A. Location and extent of fire
B. Lightweight/special construction
C. Determine the presence and location of fire walls/partition walls.
D. Roof loads
E. Consider early vertical ventilation.
F. Large open floor space
G. High capacity utilities
H. 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.
I. Presence of high piled storage
J. Truck companies shall carry taglines and thermal imagers with them on all warehouse calls
K. If significant smoke or fire is present, personnel must deploy with a hose line and/or tagline.
L. 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.
M. If the location and extent of fire is not known, consider deploying a tagline parallel to the loading docks. Open the overhead doors as you go. Work from the outside in.
N. Be aware of the distance traveled in the structure relative to air available in your SCBA.
O. Consider additional resources and multiple alarms early.

P. Take the time to deploy rigs appropriately. Consider Level 2 staging from the onset and know your best access before committing resources.

Q. Due to the size of these structures, a primary survey of the entire building may be warranted. Additional hazards/fires may be found.

The use of a thermal imager for interior operations and roof reconnaissance is ideal in these types of structure fires.

I. FIRST IN TRUCK COMPANY RESPONSIBILITIES

A. Size up
B. Rig placement
C. Establish Command, communicate repeatedly the location of command post and side A, and consider Level 2 staging.
D. With the first in engine, form the Interior Team. Maintain the integrity of that team. Coordinate forcible entry with initial attack line.
E. If smoke and/or fire are present, deploy tagline(s).
F. Search and rescue. Hasty search for victims and reconnaissance for fire location and its nearest access. Reconnaissance is critical for deployment of additional companies
G. Utility/machinery control, if appropriate
H. Salvage and overhaul

II. ROLES OF THE FIRST IN TRUCK

A. Officer
   1. Size up
   2. Officer establishes Incident Command and builds the command structure as the situation dictates and available resources allow.
      a. Brief 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. Request additional resources and make other assignments as necessary.
DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Topic No: 2113.05

Date: 04-20-11

Approved: TAB

Review Date: 04-20-13

Section: OPERATIONS: TRUCK OPERATIONS

Replaces: OPs FOGs 400.01, 401.01, and 402.01 (03-18-04); and 403.01 (01-15-04)

Topic: Truck Company Operations at Warehouse Fires, Including “Big Box Store” Fires

2113.05 Truck Company Operations at Warehouse Fires
Page 3 of 4

B. Engineer
1. Rig placement. Should remain with the rig and be mobile in order to reposition based on the Interior Team’s report
2. Prepare aerial for operation
3. Logistical support for the Interior Team
4. Forcible entry for the attack line(s) and/or secondary egress
5. Rejoin the officer for further fireground operations

C. Firefighters
1. Must team up with the first in engine crew to form the interior team. Coordinate forcible entry, locate the fire, and conduct a hasty search.
2. Responsible for deploying taglines for our 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. Locate and open overhead doors, if possible.
   e. Report the results of the hasty search to command.
   f. Report any hazards to command as they are encountered
3. Ventilate as appropriate.
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 sudden collapse in these types of structures.

III. SECOND IN TRUCK COMPANY RESPONSIBILITIES

Priority is dictated by the situation and needs to remain flexible.
DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Section: OPERATIONS: TRUCK OPERATIONS

Topic: Truck Company Operations at Warehouse Fires, Including “Big Box Store” Fires

A. Level 1 or Level 2 staging unless otherwise directed. Spot apparatus per the Incident Commander. Don’t commit until there is a clear understanding of the situation.

B. Be prepared for:
   1. Forcible entry
   2. Interior operations
   3. Roof operations
   4. Utility management

IV. ROLES OF THE SECOND IN TRUCK COMPANY

These are dictated by the situation and need to remain flexible in order to accomplish the tactical priorities set by the Incident Commander and the second in truck officer.

V. RESCUE AND HAMER COMPANY RESPONSIBILITIES

Priority is dictated by the situation and needs to remain flexible.

A. The Rescue or Hamer companies may not have the same responsibilities as the first or second in truck. They may be required to function as technical resources. These companies do not replace the response of aerial apparatus.

B. Must spot apparatus to allow access for aerials.

C. Rescue may be tasked with extensive forcible entry, RIT operations, ventilation, and/or HazMat functions.

D. Hamer may be tasked with atmospheric and run off monitoring, identification, and control of on-site hazards, etc.

VI. SUBSEQUENT ARRIVING TRUCK COMPANIES’ RESPONSIBILITIES

A. Apparatus placement as dictated by the Incident Commander

B. Complete unfinished tactical objectives and other assignments as dictated by the Incident Commander.

REFERENCES: None
I. Subject, Purpose, and Scope

SUBJECT: Operations/Tactical Appendix in high rise and standpipe equipped buildings.

PURPOSE: To define a Strategic approach and supported Tactical Appendix for the size-up and 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 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 is not designed as, nor should it be used as a step-by-step manual at the scene of an emergency. Instead, 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 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 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.

III. This guideline addresses the following tactical considerations:
A. Obtaining access to the fire building, securing keys, gaining control of elevators and other building systems.

B. Establishing Lobby Control to assist with personnel accountability.

C. Establishing a Building Systems Group to control the building’s fire protection systems.

D. Securing a water supply and supplying building systems with water, or working around the building systems.

E. Locating the fire floor using detection systems and witness reports or other means.

F. Initiating a fire attack and determining scope of the fire and the need for additional hose lines.

G. Conducting primary search of the fire floor.

H. Determining the need for evacuation of areas not involved in the initial fire.

I. Evacuating all or part of the fire building. Evaluating the decision to protect building occupants in place.

J. Conducting reconnaissance on the floor above for the need to provide additional hose lines or rescue resources.

K. Conducting reconnaissance on all floors above the fire floor for fire spread, smoke infiltration, and rescue needs.

L. Determining the proper ventilation practices using building systems or fire department resources.

M. Level II-Exterior Staging

N. Interior Staging.

O. Rehabilitation operations.
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2114.31 Tactical Appendix-Helicopter Operations (under review – not yet on DFD Web 08-15-13)

Attachment A: Elevator Operations-SOG: 2111.17

Attachment B: Safety Officer Roles and Responsibilities-SOG: 2110.05
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 that 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.

### ICS Supervisory Position Titles:

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<th>Support Position</th>
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</tr>
<tr>
<td>Unit</td>
<td>Leader</td>
<td>Manager</td>
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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.

Please refer to the Tactical Appendix-Command and Control (Topic 2114.21) in regards to Single Resource utilization as defined by the DFD.

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. Please refer to the Tactical Appendix-Command and Control (Topic 2114.21) in regards to Division/Group utilization as defined by the DFD.

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).

Please refer to the Tactical Appendix-Command and Control (2114.21) in regards to the Branch Level recommendations as defined by the DFD.

If the incident expands beyond the Branch Level organizational capacity, the Incident Commander will need to incorporate General Staff assignments.

IV. **General Staff:** 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:** 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.

Within the Command and Control organization the Incident Commander will need to consider both Level II and Interior Staging

**Staging: Level II(Exterior Staging)/ Interior Staging:**

The Level II (Exterior Staging) will be located at a predetermined exterior location as identified by the Incident Commander and its Manager will report directly to the I.C.
The Interior Staging will be located two floors below the fire floor and its Manager will report directly to the Incident Commander.

Staging is not considered part of the Incident Commanders span of control.
The Incident Commander is responsible for the safe management of all personnel at emergency scenes.

A Safety Officer shall operate at every working high-rise incident. The Safety Officer reports directly to the Incident Commander. Until a Safety Officer is assigned, the IC is the Safety Officer. While the safety of on scene personnel is the ultimate responsibility of the Incident Commander, the designation of a Safety Officer enables the Incident Commander to identify a specific individual who will assist with ensuring the safety of on-scene personnel. This allows the Incident Commander to focus on the overall scene management. The primary criteria for selecting a Safety Officer should be based on the individual’s technical knowledge of the particular procedures being utilized at the emergency scene. Specific procedural familiarity is essential to the Safety Officer, enabling him or her to accurately evaluate the activities of the personnel engaged in emergency scene operations. Safety Officers shall monitor and assess on-scene hazards and unsafe situations to ensure the highest degree of personnel safety.

Please refer to Attachment B: Standard Operating Guidline-2110.05-Safety Officer Roles and Responsibilities for additional information.
Hose line selection of the first arriving Engine Company Officer will dramatically affect the Command and Control system employed by the Incident Commander. It is imperative that the first arriving Engine Company Officer make an informed decision on this selection. At a minimum, the following should be considered in this selection:

- Pre-plan Information
- Known occupancy/life hazards
- Information from the calling party
- On scene size-up

The Denver Fire Department is committed to the “team concept” in regards to hose line deployment. Due to this commitment, it is imperative that the first two Engines (second two, etc.) on scene have the same size hose line, and prior to any back-up or exposure protection deployment, these Engine Companies work together ensuring the primary attack line is in place and operating.

The following is the approved Hose lines selection for the Denver Fire Department for Fire Alarm investigations and reported Fires in High Rise Occupancies.

**Fire Alarm Investigations including Private Fire Alarms, DFD Box Alarms and Alarm Bells Ringing:**

- Hose line selection will be at the discretion of the Engine Company Officer. 200 feet (four approved high rise packs) of either 2” or 2 ½” hose.

**Report of Fire in a High Rise Structure:**

- *The first arriving Engine Company Officer shall state the initial hose line selection on the assigned Tactical Channel upon arrival.*

- The initial attack line selection will be at the discretion of the first arriving Engine Company Officer. 200 feet (four approved high rise packs) of either 2” or 2 ½” hose will be approved for deployment.

- The second arriving Engine Company will be required to carry the same size hose line (200’) as the first arriving Engine Company unless an extenuating circumstance dictates deviation from this guideline. If the second arriving Engine Company chooses a different hose line, this choice shall be communicated on the assigned Tactical Channel ensuring the IC is aware.
All subsequent arriving Engine Companies will be required to carry 200 feet (four approved high rise packs) of 2” or 2½” hose upon assignment into the fire building by the Incident Commander. The team concept will be utilized with all assigned Engine Companies and therefore communication between them will be paramount in ensuring that the same hose line selection is consistent.
The Denver Fire Department is committed to the safe and effective mitigation of structure fires relating to High-Rise Occupancies. Therefore, the following Strategic Priorities must be considered in order to achieve safe and effective incident mitigation by the Incident Commander upon arrival of the first alarm resources:

I. Incident Command  
II. Systems/Lobby Control  
III. Exterior Rescue  
IV. Interior Staging  
V. Rapid Intervention Team  
VI. Primary Fire Attack  
VII. Back up (Fire Floor)/ Exposure (Floor Above) Fire Attack  
VIII. Search/Rescue/Ventilation/Forcible Entry of the Fire Floor  
IX. Reconnaissance/ Search/Rescue/Ventilation/Forcible Entry of the Floor Above the Fire Floor  
X. Reconnaissance/Protect in Place/Evacuation of the floors above the floor above the fire floor with an immediate LCAN report to the IC of the top floor of the fire building.

Please reference the Tactical Appendix- 1st Alarm Resource Allocation (Topic 2114.22) for the Tactical Priorities and recommended assignments of the 1st alarm resources.
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
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.
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
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.
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.
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.

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.

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
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.

**FIREFIGHTER AREA OF REFUGE** – refers to a tactic used to provide firefighters with an area of refuge during fire attack to protect against wind driven fires. In multiple dwellings, apartment doors on either side of the fire apartment can be opened and maintained on the same side of the building as the fire apartment. If a violent wind event occurs, such as loss of the windows on the windward side of the building, those apartments can be used for areas of refuge by firefighters. Apartments across the hall from the fire apartment should be avoided as refuge areas because the wind may trap firefighters in the air flow path from windward to leeward sides of the building.

**FIREFIGHTER HANDSET** – a portable telephone supplied by the building that is taken with firefighters when operating in a high-rise building. This handset is plugged into remote jack locations throughout the building, and communications are established with the Fire Command Center.

**FIRE TOWER (or SMOKE TOWER)** – an enclosed stairway connected to each floor by an outside balcony or fire-resistive vestibule that is vented to the outside. This arrangement is designed to provide for smoke-free exiting from the
building in case of a fire. These stairwells should not be utilized for fire attack whenever possible.

**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.

**GENERAL STAFF**- NIMS Terminology-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.

**GROUPS AND DIVISIONS**-(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.

**HIGH-RISE BUILDING** – a building defined by the Denver Building Code having any portion of a floor used for human occupancy that is more than 75 feet above the lowest level of Fire Department vehicle access.

**HVAC** – the Heating, Ventilation, and Air Conditioning system. This system may also be used by the Fire Department to control fire and smoke movement during an emergency. Many systems are designed with automatic and manual fire controls for this purpose; these controls are located in the Fire Command Center.

**KNOX BOX** – a locked box at a building that contains keys for entrance into the building and its interior spaces and/or elevator keys. All KNOX boxes in Denver are keyed alike, so that any fire company can gain access to each building with a KNOX box. Other jurisdictions that the DFD serves, such as the City of Glendale, have a different KNOX box key which has been provided to all fire companies in the city. These boxes are typically located at the main entrance to the building. Smaller “Lock Boxes” that are opened with a Fire Department barrel key are also present in some occupancies.
LEVEL II STAGING (Exterior) – Level II Staging is an external staging area designated by the Incident Commander that is used to gather equipment and personnel for use at a high rise fire. Level II Staging operates directly under the Incident Commander. Ideally, the location is easily accessible for both incoming companies and companies being deployed into the fire area. Staging should be located far enough away to provide for the safety of members and equipment, but close enough to allow rapid deployment of resources.

LOBBY – the main entrance and ground floor area of a building, usually containing elevator(s), stairway access, and the Fire Command Center.

MANUAL PULL STATION – a manually-operated fire alarm device located at various locations in a building. In many buildings, a phone jack for the firefighter’s handset is located near each manual pull station.

NEUTRAL PRESSURE PLANE (NPP)– The level within a building at which the barometric pressure both inside the building and outside the building are the same. There is no active normal movement of air inside the building either up or down in the zone containing the NPP. It is dynamic and may affect more than one floor of the building at any given time and it may also change as environmental factors adjust. Firefighters can’t control the location of the NPP. It is mutually dependent and operates synergistically with Stack Effect.

POKE-THROUGH CONSTRUCTION – a type of construction that allows utilities and other objects to pass through fire-rated walls and floors. If not properly sealed after construction, this practice allows fire and smoke to move from one compartment within a building to another.

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.
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
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

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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.
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:

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<thead>
<tr>
<th>Organizational Level</th>
<th>Title</th>
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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.”
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:
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 16th floor the “Suppression Branch” is responsible for the 15th, 16th, and 17th 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 16th floor, the “Upper Floors Branch” is responsible for the 18th 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 16th floor, the “Lower Floors Branch” is responsible for the 14th floor downward including the 1st 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
3. **Elevator Operations** are the responsibility of the Lower Floors Branch Director. The Elevator Operator is normally the Engineer from the 1st 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

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**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.
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
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
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 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 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...
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 a minimum of four 2” or 2 ½” (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.
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
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.
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 2nd 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
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

Topic No: 2114.23
Date: 08-15-2013
Approved: CD
Review Date: 08-15-2014
Replaces: N/A

Section: OPERATIONS: HIGH RISE
Topic: Tactical Appendix-Water Supply

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:
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 clappered 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 3rd 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:
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 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. A clappered 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 clappered siamese connected to the FDC by the first engine.

The Engineer should be prepared to receive supply lines from the fourth-arriving engine company.
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.
Tool and Equipment requirements/recommendations for High Rise incidents are listed below by Company type:

I. 1st 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. 2nd 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 2nd 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:
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)
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.
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 3rd 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 ……. 
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 ½” 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. ½” 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 ½” to 2 ½” Increaser
8. 2 Lightweight Spanner Wrenches
9. Aluminum Pipe Wrench, (Spare Control Wheels, if possible)
10. Threaded Adapters. 2-1/2” and 1-1/2”
11. Wire Brush

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<thead>
<tr>
<th>Diameter</th>
<th>Flow Rate</th>
<th>Pressure</th>
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<tr>
<td>1”</td>
<td>210 GPM</td>
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</tr>
<tr>
<td>1 1/8”</td>
<td>266 GPM</td>
<td>50 psi</td>
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**2 ½” In-line Pressure Gauge**

- Company designation
- Add 5 psi per floor above standpipe outlet
- 2”- 100 FT 80PSI
- 2”- 150 FT 95PSI
- 2”- 200 FT 110PSI
- 2 ½”-150 FT 65PSI
- 2 ½”-200 FT 70PSI
- 2 ½”-250 FT 75PSI

2 ea. 2 ½” 60 degree elbows
Door strap search marker
Light weight tape holds about 5 together.

Door wedges stacked together in the bottom of the bag.
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
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
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
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.
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
A fire in a high-rise building may require that equipment be transported to the fire area. It may be necessary to utilize and 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.
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.
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.
PURPOSE: To provide an overview of the Denver Fire Department Special Operations Group and recognized technical certifications. These are minimum qualifications a member must maintain to remain on a specialty company, as stated in a stipulation agreement.

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, Engine 6, Hamer 1, Engine 9, and Tower 9.

Members of the Operations Division assigned to Special Operations are required to certify and maintain recognized and approved certifications. The Special Operations Group will provide continued education (CE) and job performance requirements (JPRs) to meet the certification standards. It is the member’s responsibility to know and maintain certification standards, including; the renewal procedure, required CE hours and/or JPRs.

The recognized and approved minimum certifications are as follows:

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<th>Company</th>
<th>Certification</th>
<th>Issuing Agency</th>
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</thead>
<tbody>
<tr>
<td>Rescue 1:</td>
<td>1. Public Safety Diver (PSD)</td>
<td>DRI*</td>
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<tr>
<td></td>
<td>Or</td>
<td></td>
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<tr>
<td></td>
<td>Open Water Diver</td>
<td>SSI**</td>
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<tr>
<td></td>
<td>2. Dive Rescue Specialist (DR1)</td>
<td>DRI</td>
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<td></td>
<td>3. Swiftwater Rescue I and II</td>
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<tr>
<td></td>
<td>4. Technical Rescue Certification (Technician Level)</td>
<td>DFD***</td>
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<td></td>
<td>5. Hazardous Materials Technician</td>
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**Required Technical Certifications**

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<tr>
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<td>DRI</td>
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*Dive Rescue International  
**Scuba Schools International  
***Denver Fire Department  
****Colorado Metropolitan Certification Board
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, but especially in these instances. SAFETY, SAFETY, SAFETY!!

DEFINITIONS:

Collapse Rescue Response – 1 Engine, 1 Truck, 1 District Chiefs, and the Collapse Rescue Team (Rescue 1, Tower 1, Collapse Trailer, HAMER 1, and Engine 1).

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 he has access to specialized equipment (total station).

Escape Routes – One or more passages from the operations area that are the fastest and safest way out.

Hailing System – Search personnel are placed approximately twenty five to fifty feet apart in safe locations. The Team Leader signals for silence all, work is stopped. In a clockwise rotation each searcher calls out loudly stating, “If you can hear me call for help or tap five times on the structure.” All personnel listen and try to fix the victim(s) position.
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.

Lookouts – One or more persons with good understanding of the operations involved (e.g. Safety Officer, Fire Prevention Building Engineer).

Safe Areas – A place within a collapse zone capable of withstanding further collapse; might have to be built by the rescue crews.

Shoring – The process of placing material such as posts or building columns inside a building or raker shores on the outside to help support and or to stabilize the structure.

I. FIRST RESPONDER RESPONSIBILITES

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, type occupancy, 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, the Collapse Rescue Team needs to be called for at this time

C. Survey and secure the area to include the following:

1. Establish a water supply if necessary.
2. Try to identify and mitigate hazards, taking into consideration potential conditions and problems:
   a. Collapse zones
      i. Manage foot traffic, both civilian and rescuers
ii. Establish a perimeter for the collapse zone (rescue area) keeping all incoming civilian personnel out.

b. Locate and control utilities as necessary (electrical, gas, and water)
   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 at this time 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.

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

1. Visible victims in the collapse zone should be encouraged to self rescue if at all possible.

2. Staging and triage areas should be established as soon as possible for victims that have self rescued and any additional victims.

3. The hailing system should be used at this time to locate lightly trapped and concealed victims.

4. Prior to attempting any rescue of lightly trapped or concealed victims, the building/area must be determined stable by the Fire Protection Engineer or the Collapse Team.
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, entry, backup, shoring, and cut teams.

F. Stabilize building or the area prior to entry.

G. Determine if continued monitoring is needed and what monitoring instruments are required for stability.

H. Rescue crews should keep in mind that during collapse rescue operations such as breaching walls, floors, roofs, and making entry into those spaces, the rescue can transition into a confined space rescue.

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, Tower 1, Collapse Trailer, Hamer 1, 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).
Low-Profile Maneuver – A maneuver requiring the removal of the member’s SCBA harness and air cylinder in order to gain entry into 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
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.

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.
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. Establish an entry team plan (Rescue Team Alpha) and backup team plan (Rescue Team Bravo).

J. 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).

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 40° to 90°. 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, Tower 1, 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° to 40°.

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.
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.
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 direct 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
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
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-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 Engineer) the best Anchor selection
     3. Haul Team and Belay Team

D. Second in Officer from TR-1 or R-1 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

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:

De-watering – The removal of water that inhibits rescue operations

Excavation – 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 rescuer’s weight. If tarps are used, they must be multi-layered approximately three feet wide.

Securing the Area – Preventing any and 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 – 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, 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 at this time.
   b. Shut down any and 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
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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 a trench more than four feet deep are considered a technician level operation.

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 entry teams and backup 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.

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.

J. Package and remove the victim(s).

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 or 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 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’s 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!!

Water Rescue Response – Two engines, one truck, one District Chief, OPS-2, and the Dive Rescue Team (Rescue 1, 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


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 need 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 waters edge. The rescuers move with the tender searching with their feet to find the victim.
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, down stream 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 (shore support and technician level), i.e. Gumby suit, swift water helmet, PFD, rope throw bag.

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, 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 back-up 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, to include the following, securing the area, interviewing witnesses,
spotting downstream for victims, and handling a line during boat operations.

B. District Chief, assume command and set command post at last seen point. Get help from dispatch to send 2nd due Engine approximately one mile downstream, to become Downstream Containment.

C. Shift Commander, act as Safety Officer and work with Dive Team to help pinpoint location of victim in the river.

D. All members should remember: No boots! No bunkers! No ice rescue suits!

III. FIRST RESPONDER RESPONSIBILITIES (SURFACE ICE RESCUE)

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:
   1. 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; and
   2. Monitor visible victims at all times. 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 “Gumby” suit) shall be tasked with the following responsibilities:
   1. All Awareness Level responsibilities as well as reach, throw, and go techniques
   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 should remember to stay off the ice and dress appropriately.

C. Remember: “Go” methods shall only be attempted for visible victims.
IV. FIRST RESPONDER RESPONSIBILITIES (STILL/OPEN 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, to include the following:

- Securing the area, reach and throw techniques, witness interviewing, triangulating the information to determine the last seen point, and assist the Dive Team with equipment

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 shall 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 shall 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. Down stream safety swimmers

2. Surface Ice
   a. Surface ice rescue person, safety diver, and communications person (Como)
   b. Second team set up exactly the same as the first
3. Open Water  
   a. Diver, safety diver, and communications person (Como)  
   b. Second team set up exactly the same as the first

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


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:

Effective February 1, 2015, the Denver Fire Department Operations Division will require that all members assigned to either Tower 1 or Rescue 1 certify and maintain the newly adopted 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 who are currently assigned, or were assigned to Tower 1 or Rescue 1 as of September 1, 2013 until present have been given recognition of their time spent in Special Operations and will automatically receive TRC.

For those 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, you 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. In order to be considered for recognition, the member must provide proof of certification and completion from an approved Technical Rescue Program within 12 calendar months at 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.
4. 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.
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 12 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 aforementioned certification will be allowed to “Test Out” and earn certification recognition. The Tier II process is as follows:

1. Contact Special Operations Assistant Chief and notify of your intent to pursue the “Test Out” process
2. Set up a meeting with the Special Operations Assistant Chief to review your certification and confirm eligibility for “Test Out”
3. Obtain a copy of the Denver Fire Department TRC textbook for review and practice of requisite skills to be tested on
4. Work with Special Operations Assistant to Chief to establish a time and date to “Test Out”

Eligibility and enrollment will be at the discretion of the Operations Division Chief or designee.

The Operations Division will work with the Safety and Training Division and the Captains of Tower 1 and Rescue 1 to facilitate refresher training prior to “Testing Out.”
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, and Tower 1
Optimal Staffing: 8 Dive Certified Technicians
Minimum Staffing: 6 Dive Certified Technicians
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, and Tower 1
Optimal Staffing: 12 Level 2 Swift Water Technicians
Minimum Staffing: 7 Level 2 Swift Water Technicians
Min. Staffing Team Assignments: 1 Technician- Group Supervisor; 2 Technicians- Boat Rescuers; 2 Technicians- Line Tenders; 2 Technicians- Downstream Safeties

Hazardous Materials
Response: Hamer 1, Engine 6, Rescue 1, Engine 9, Tower 9, and Decon
Optimal Staffing: 18 Hazmat Technicians
Minimum Staffing: 12 Hazmat Technicians
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, Tower 1, Collapse Unit, Engine 1, and Hamer 1
Optimal Staffing: 12 Technicians
Minimum Staffing: 6 Technicians
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
High Angle Rescue
Response: Rescue 1, Tower 1 and Engine 1
Optimal Staffing: 10 Level 2 High Angle Certified Technicians
Minimum Staffing: 6 High Angle Certified Technicians
Min. Staffing Assignments: 1 Technician- Edge Attendant; 1 Technician- Team Alpha; 2 Technicians- Team Bravo; 1 Technician- Rigger/Haul Team; 1 Technician- Belay Team
PURPOSE: To provide members with the approved recognized certifications.

SCOPE: Applies to all Denver Fire Department uniformed personnel

OVERVIEW:

The Denver Fire Department Special Operations Group is comprised of the following companies: Engine 1, Tower 1, Rescue 1, Engine 6, Hamer 1, Engine 9, and Tower 9. Below are the approve 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.

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<thead>
<tr>
<th>Company</th>
<th>Certification</th>
<th>Issuing Agency</th>
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<tbody>
<tr>
<td>Rescue 1:</td>
<td>1. Public Safety Diver (PSD)</td>
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<td>Open Water Diver</td>
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<td>2. Public Safety SCUBA Instructor</td>
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<td>4. Dive Rescue Specialist Instructor</td>
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<td>5. Swiftwater Rescue I and II</td>
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<td>6. Technical Rescue Certification</td>
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<td>7. Hazardous Materials Technician</td>
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*Diver Rescue International
**Scuba Schools International
***Denver Fire Department
****Colorado Metropolitan Certification Board
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 Operations Level (Level 1) capacity, and will define Technician Level (Level 2) entry for hazardous materials incidents involving known and unknown products.

I. FIRST RESPONDER RESPONSIBILITIES

A. Establish Incident Command and start building the command structure as the situation dictates and as resources allow.

1. First Assistant Chief on scene shall implement the use of a Site Safety Plan. This plan is to be updated and consistent with all operations going on throughout the incident. This plan can be delegated to the Rescue/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 Operations (Level 1) procedures, first in companies shall initiate the appropriate mitigation techniques. Operations Level (Level 1) procedures include hazard mitigation of fuel spills, natural gas, and propane leaks. For all other hazmat incidents beyond Operation Level (Level 1), a full hazmat response (Level 2) shall be requested. A full hazmat response (Level 2) includes all these companies: Hamer 1, Engine 6, Rescue 1, Engine 9, Tower 9, and the Decon Rig. 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.

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 the Branch Directors from their organization first, prior to any mitigation efforts.

B. Once the HazMat Team arrives on scene, the Officers from Engine 6, Hamer 1, and the Decon Group Supervisor will all meet with the Incident Commander to determine method of entry, mitigation, and 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 Material Safety Data Sheets (MSDSs).
   3. Research chemical and physical properties of product, if available.
   4. Get 10-minute updates on wind direction, speed, and temperature.
   5. Locate a responsible party for the layout of the building to gain helpful knowledge for entrants. This helps reduce reflex time to target.
   6. Locate NFPA 704 placard on building, if applicable.

F. Determine the proper level of Personal Protective Equipment. This process shall be determined by the Resource Technical Specialist 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.

I. Confirm that Decon Reduction Corridor is in place and is operational. No entry of any type will be done without Decon being in place.

J. Once the Action Plan is set, all members will be given a safety briefing of the goals, actions, and abort criteria regarding the mission.

K. All 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 reconnned and/or mitigated, the Entry Team will exit through the 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. Contact Special Operations Chief for cost recovery and code enforcement early in the incident.

REFERENCES: None
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 emergency

SCOPE: Applies to all Denver Fire Department personnel functioning either at Operational Level (Level 1) capacity or Technician Level (Level 2) capacity at a hazardous materials response where Decon may be performed.

RESPONSE: At any incident that requires an involved decontamination process, a Full Hazmat Response (Level 2) shall be initiated by Dispatch or the Incident Commander. This Full Hazmat Response (Level 2) includes the following companies: Hamer 1, Engine 6, Rescue 1, Engine 9, Tower 9, and the Decon Rig.

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 contaminates 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 emergency. 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.

D. Emergency (Cut and Run): A rapid decontamination of a victim or first responder who has been contaminated at a hazardous materials emergency. At a minimum, a hoseline off of an engine is required; at a maximum, a full decon line 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 contaminates from their person before exiting into the warm zone.

F. Dry Decontamination: The process of brushing contaminates off a person or first responder at a hazardous materials emergency without a decontamination solution. This is accomplished by the Scrubbers and will necessitate the use of meters or 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 Liaison Officer through the Decontamination Operations Officer. Decontamination 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 Operations and Safety Officers will select a separate radio channel to conduct transmission of pertinent information to the Decontamination Team members.

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, Special Operations will be contacted and the proper agency will be notified to mitigate.

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 contaminated by the Incident Commander, Haz-Mat Branch Director, and Decontamination Liaison Officer. Any decontamination issues with regard to firearms will be dealt with by the Incident Commander, Decontamination Liaison Officer, and the affected agency.

V. OPERATIONS LEVEL (LEVEL 1) RESPONSIBILITIES

A. Identify that the emergency deems a hazardous materials response.
B. Establish Incident Command.
C. Conduct a thorough size-up of the scene and attempt to locate a responsible party and/or witnesses and determine what happened and if there are any possible victims; isolate area and begin any necessary evacuations.
D. Proceed with any gross or emergency decontamination.
E. Utilizing appropriate hazmat guides and equipment, begin product identification.
F. Per NFPA 472, take offensive actions on gasoline, diesel, natural gas, and propane and begin mitigation of hazard.
G. Determine if product is proceeding toward an area that will affect a larger area or population, i.e. waterway, storage drain, etc.
H. If called up to assist the Decontamination Team, you will follow the orders given by the Decontamination Operations Officer and Decontamination Team members.

VI. 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 Resources Technical Specialist and Incident Command.
D. Secure access to the corridor with barrier tape and police officers.
E. Dress the appropriate amount of Scrubbers and back-up 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

Note: The primary objective when the Decontamination Team arrives on scene is to establish the Decontamination Reduction Corridor. This is the responsibility of the Decontamination Operation Officer, Engineers, and Senior Firefighters. Junior members will start to don appropriate PPE while this task is accomplished.

A. TR-09 Officer – Decontamination Group Supervisor
   1. Report to Command Post.
   2. Consult with Command Staff and determine location type and size of decontamination area and area for decontamination reduction corridor.
   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 Operations Officer all pertinent information.
   6. Acquire additional Denver Fire Department resources as requested by the Decontamination Operations Officer.

B. E-09 Officer – Decontamination Operations Officer
1. Supervise and direct the set up of decontamination operations and Decontamination Reduction Corridor.
2. Determine proper decontamination method and solution with information obtained from the Hazmat Technical Specialist.
3. Maintain a written record of incident on a Decontamination Officers Worksheet.
4. Notify Decontamination Group Supervisor when decontamination personnel and Decontamination Reduction Corridor are in place.
5. Monitor operations and determine if additional resources are needed.

C. TR-09 Engineer – Decontamination Safety/Medical Officer

1. Assist with set up of decontamination area and Reduction Corridor.
2. Assist Engine 9 Engineer in setting up water supply.
3. Assure with Decontamination Team Officer 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 Operations Officer, Decontamination Liaison Officer, or IC and stop operation, if necessary.
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 relating to the safety and health of the Scrubbers and back-up team members.

D. E-09 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 back-up Decontamination Team.
<table>
<thead>
<tr>
<th>Topic: Decontamination Procedures at a Hazardous Materials Incident</th>
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<tr>
<td><strong>E. TR-09 Senior Firefighter</strong></td>
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<td>1. Drive the decontamination apparatus with E-09 senior firefighter to the scene and properly stage the vehicle as instructed by Incident Command.</td>
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<tr>
<td>2. Assist with set up of decontamination area and Reduction Corridor.</td>
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<td>3. Don appropriate PPE and assume role of back-up Decontamination Team with E-09 senior firefighter.</td>
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<td>4. If not involved in an active decontamination role, will assist with scrub stations and tool collections, and assume the role of group leader in large decontamination operations.</td>
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<td>1. Don appropriate PPE and assume role of Scrubber TR-09 junior firefighter.</td>
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<td>2. Select and prepare any hazardous material monitors, meters, or product identification supplies that will be used in the Decontamination Reduction Corridor.</td>
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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. The substance has to be characterized (tested) before it can be properly disposed of. This is an expensive process, and one the Department is not budgeted to support.

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 Hamer 01 to take photographs of the substance or substance container. The above information and photographs should be forwarded to Hamer 40 c/o the Fire Prevention and Investigation Division office. 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 or pickup and drop-off appointments can be made by calling 1-800-449-7587. Any general recycling service questions or problems may be answered by calling 720-865-6805. 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.”
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 Wildland Team is composed of Denver Firefighters committed to serving in national, regional, and local wildland fire response and support roles. Participants 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 all year, with most wildland deployment opportunities typically occurring between May 1 and October 15. The total number of deployable resources (personnel and equipment) will be at the discretion of the Operations Division Chief.

II. MEMBERSHIP REQUIREMENTS

Membership on the Denver Fire Department Wildland Team is open to all uniformed employees of the Department, except for probationary Firefighters. The number of available positions on the Team will be determined by the Operations Division Chief 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 annual minimum requirements:

- Attending RT-130, Annual Fire Safety Refresher (4-hours)
- Attending Department’s Administrative Refresher Course
- Completing a Work Capacity Test (WCT) if required by the current qualifications held.
- Trainees will also have:
  - Position Task Book(s) (PTB), current and not expired.
  - Appropriate position Job Aid (J) if available.
- Be issued an updated and signed Incident Qualifications System (IQS) card for the current year.
B. FIRST-TIME TEAM MEMBERS

ELIGIBILITY REQUIREMENTS

Department personnel wanting to become a member of the Wildland Team and be eligible for deployments must meet the following requirements depending on the functional area of participation interest.

The training requirements for eligibility will vary by type of position and are defined in the National Wildfire Coordinating Group (NWCG) PMS 310-1 National Incident Management System (NIMS): Wildland Fire Qualification System Guide (October 2016).

A. MINIMUM PRE-REQUISITIES (All):

- FEMA IS-700.b (On-line) and IS-800.b recommended
- ICS-100 and ICS-200 (FEMA On-line)
- City & County of Denver Defensive Driving course (required once every 3 years)

B. WILDLAND OPERATIONS–All Positions: i.e. Firefighter, Crew/Engine Boss, Engine Crewmember, Aviation, etc.

Successful completion of:

- S-130/190 Firefighting Training/Introduction to Wildland Fire Behavior (Classroom or on-line Blended); plus, Field Day for on-line.
- L-180 Human Factors in the Wildland Fire Service (On-line) or classroom if available.
- RT-130 Annual Fire Safety Refresher
- Work Capacity Test (Pack, Field or Walk) if required for position(s)
- Maintenance of EMT-Basic Certification
- Attendance at a scheduled Wildland Admin Refresher
C. WILDFIRE POSITIONS – OTHER

Depending on personal interest and other skills, training and deployment opportunities are extensive in other wildland functional areas such as dispatch, communications, PIO, Planning, Logistics, and Finance; as well as other Technical Specialist and incident support areas. Pre-requisites for many of these positions will vary and may or may not require completion of the S-130/190 course.

Team members are encouraged to contact the Department’s Wildland Coordinator to learn more about these opportunities and their training requirements.

D. SUPPLEMENTAL TRAINING – ALL TEAM MEMBERS

While not required, the Department encourages all Fire Team members to pursue additional wildland training to improve personal skills and lay the groundwork for advancement in individual wildfire qualifications. The following courses are some that are suggested to increase the situational awareness of each firefighter on the Wildland Team and enrich deployment status of each member. Members should check with the Wildland Coordinator regarding the pre-requisite training if any for these courses.

- S-131 Advanced Firefighter Type 1 (8 hours and includes S-133, “Look Up, Look Down, Look Around”)
- S-215 Fire Operations in the Wildland/Urban Interface
- S-290 Intermediate Wildland Fire Behavior
- S-230 Crew Boss, Single Resource
- S-231 Engine Boss, Single Resource
- ICS-300 Intermediate Incident Command
- ICS-400 Advanced Incident Command for Complex Incidents

E. DISCONTINUED WILDLAND TEAM PARTICIPATION

At any time, a member wishes to discontinue their participation with the Wildland Team, the member is asked to provide the Wildland Coordinator with written notification. This will allow the Department to accurately maintain its mailing lists plus IQS and ROSS data bases.
III. DEPLOYMENT CONSIDERATIONS

A. Each Wildland Team member is required to maintain their ROSS status as “available” or “unavailable” for deployment via the Wildland Coordinator per below:
   - Send an e-mail to dfdwildland@denvergov.org
   - ROSS status changes will be processed Monday-Friday.
   - All weekend ROSS status changes must be received no later than 1600 on Friday.
   - Any changes received after 1600 on Friday will not be entered in ROSS until after 0700 the following Monday.

Members shall refrain from calling or otherwise contacting Pueblo Dispatch or other dispatching/coordination locations directly to inquire about potential deployments, assignments, or availability. All inquiries will be made through the Wildland Coordinator.

Any issues encountered with improper status in ROSS will be referred and handled on a case-by-case basis with the Special Operations Assistant Chief or Operations Captain.

B. Members who are available for wildland deployment will also be available for over-time (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 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.

A daily overtime availability list will be provided to the Shift Commanders.
C. Members are only available for deployment based on their current individual qualifications including Trainee, maintained in IQS. The steps for resource ordering and deployment are:

- Wildland deployment assignments will be sent from the Pueblo Dispatch Center to the member. If all qualifications are met, the member can accept the assignment from Pueblo Dispatch for deployment.

- Specific details 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 dfdwildland@denvergov.org.

- Members should be ready to deploy within two hours of accepting an assignment. If the member that accepts an assignment is “on duty”, that member must wait until they are relieved, prior to deploying.

- A member will not begin travel until they have received a copy of their official resource order with an Order #; and a copy has been forwarded and received by the Wildland Coordinator or Designee.

- Members are expected to report to the accepted assignment destination in an efficient but safe manner; whether driving or flying.

- Each deployed member should assure that they have a copy of their Resource Order, their current IQS card, and if a Trainee, their original Position Task Book (PTB) with them before departure.

D. For every 14 days (exclusive of travel) members have been deployed and are scheduled to work on the following day, an additional administrative day off will be granted.

E. The Interagency work/rest guidelines may require firefighters who are reassigned or extended while on deployment to take work/rest days before completing the deployment.
DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Topic No: 2117.01
Date: 05-26-2017
Approved: CDIII
Review Date: 05-26-2020
Replaces: Same, dated 01-06-17

Section: OPERATIONS: WILDLAND
Topic: Wildland Operating Procedures

F. In addition to those items in (B) above, upon deployment each member will have on their person or with them the following:

- Driver’s license and proof of insurance
- Copy of current CRRF agreement
- Copy of EMT license
- Appropriate PPE, equipment, and kits.
- Credit card for deployment costs

G. Certain situations may result in the Pueblo Dispatch Center contacting the Wildland Coordinator directly rather than the member to “name request” specific resources. Any members recommended by the Wildland Coordinator for these requests and subsequent deployment will meet the qualifications requirements of the position requested. Qualified members of the Wildland Team will be selected at the discretion of the Wildland Coordinator, with every attempt to avert any adverse impact that the deployment will have on the Operations Division.

H. DEMOBILIZATION FROM THE INCIDENT

When demobilized home from the incident or assignment, members will adhere to all current safety standards during the return travel including work/rest and driving limitations. Upon arrival home, members will notify the Wildland Coordinator (phone, text, or e-mail).

IV. WILDLAND TEAM UNIFORM & PPE REQUIREMENTS

Appropriate professional clothing is required at all times of assigned Wildland Team members as required by the position. As an assignment may change during a deployment each member should travel with the following:

- Fire resistant shirts (yellow long-sleeve Nomex)
- Fire resistant pants (Nomex or equivalent)
- Boots meeting approved standards (8” leather, lug-sole)
- Helmet
- Fire Shelter (M-2002)
- Leather gloves
- Headlamp
Standard Fire Department uniforms are appropriate for support assignments such as those at Coordination or Dispatch Centers; and the Rocky Mountain Cache.

V. DOCUMENTATION PROCEDURES

A. Documentation of the resource order, hours worked, equipment used, equipment lost/damaged, per diem costs, travel expenses, etc. is the responsibility of the deployed member.

Lack of proper documentation will prevent the City and the Department from receiving reimbursement for costs incurred by the member’s deployment. The individual member will not receive overtime pay or per diem reimbursement until proper documentation has been signed and properly submitted. 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 of 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 your return travel time will be documented on the Crew Time Report (SF261). This information will then be entered into 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, he/she 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.

**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 supporting original receipts.

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 to 0900
- **Lunch:** 1100 to 1400
- **Dinner:** 1600 to 1900

G. 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.

H. 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.

I. Copies of supply orders for re-supply or replacement of consumables, lost, or damaged items may be required to complete incident documentation.

J. 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.
K. 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.

L. 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.

VI. REIMBURSEMENT

The following original documents shall 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
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 (long-term only), rental vehicles, shuttle, taxi, etc.) Note: The use of Uber for transportation is not authorized.

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 CDPS office or within 45 days from submittal from the member.

VII. OTHER MEMBERSHIP RESPONSIBILITIES

A. TRADES

It is the 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 making arrangements to clear trades, both owed and owing, that fall with the deployment period prior to leaving on deployment.

B. TRAINING

1. A variety of training opportunities become available throughout the year and will be distributed to all members via e-mail by the Wildland Coordinator. 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. These training opportunities include the annual Work Capacity Test and Refresher Courses as well as other Interagency wildland and prescribed fire classes.

2. Every certificate received for class 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) to the Wildland Coordinator for updating of the member’s permanent record.
3. Additional specific information regarding training, taskbooks and certification can be found in the Department’s Wildland Training and Qualifications SOG.

C. PRESCRIBED BURNING

1. Prior to participating in prescribed burning with other departments, members must first deliver the Denver Fire Department’s Wildland Training form to the Special Operations Assistant Chief and/or Operations Captain for approval. Once participation is approved by the Operations Division Chief and training form is signed, the member will be covered by the Denver Fire Department for potential injury as in all other Department training exercises.

2. If any member does not first receive approval from the Operations Division Chief, any injury incurred while training with other departments will be the responsibility of the individual.

D. ILLNESS/INJURY

1. A traumatic injury, as defined in the PMS-902 Interagency Incident Business Management Handbook (IIBMH, 3/2016) 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 IIBMH 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.

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.

D. CONDUCT

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.

While on deployment, all Denver Fire Department Directives, rules and regulations, and discipline guidelines shall apply.

Members who are sent home from an incident for conduct unbecoming shall be subject to discipline by the Denver Fire Department Administration.

E. USE OF DEPARTMENT VEHICLES

When needed, Department vehicles are approved for official use in traveling to and from wildland deployments; as well for official travel while assigned.

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.

Department issued fuel card is allowed for fuel purchase only.

Upon return from any assignment where a Department vehicle is used, the Team member will be immediately responsible for assuring the following:

1. All trash and personal equipment/items is removed from the vehicle
2. The vehicle’s exterior is washed.
3. The vehicle’s interior will be thoroughly vacuumed including the trunk.
4. The vehicle will be fully gassed.
5. Any damage, mechanical or safety needs (headlights, tire wear, etc.) are documented and reported.
PURPOSE: To identify the duties and responsibilities of members on the Department involved with Colorado Task Force 1 (CO-TF1) in the event of Federal activation or alert.

SCOPE: Applies to all members of the Denver Fire Department who are team members of CO-TF1.

I. RESPONSIBILITIES

A. Members shall verify their deployment status on the pre-roster via monthly e-mails sent by CO-TF1. Members that are on the pre-roster who cannot deploy are to immediately notify their Task Force supervisor. Operations shall be provided copies of the Red, White, and Blue pre-rosters in January every year. The senior DFD Task Force member (the agency lead) is responsible for providing all information regarding the Task Force to the Operations Division. This member will also serve as the Point of Contact (POC) for the Task Force.

B. Members shall ensure that their personal equipment is always ready for deployment. They shall also have their family affairs in order in preparation for immediate deployment. Follow the Family Readiness Checklist.

C. West Metro Fire and Rescue, the Sponsoring Organization, shall receive all information from FEMA. West Metro Fire shall notify Task Force members, the Division Chief, and the Special Operations Chief of Operations via the INTRADO and the FEMA Communicator notification system or Task Force Chain of Command by phone. The INTRADO and the FEMA Communicator systems will notify members by sending a pre-recorded message to member’s home, cell phone and e-mail.

II. DEPLOYMENT STATUS LEVELS

ADVISORY

Informational updates to all Task Forces about disasters that have occurred or are imminent. No action is required at this time. Standby for further updates.
ALERT

Formal notification by FEMA to selected Task Forces that a disaster is imminent or has occurred. Task Force is directed to prepare for possible activation. Selected Task Force members may be put on paid status to make preparations. Off duty personnel may be requested to assist with preparations in a non-paid status. All members shall place their personal equipment in their cars. Members shall report their status for deployment to their Task Force supervisor. Activation date and time may be identified in the alert notification. Alert may not lead to activation of the Task Force. The Operations Division and the Department will be kept informed by the senior DFD member present or the Task Force and/or the Agency Lead.

ACTIVATION

A. Activation is a formal request from FEMA to a Task Force that an event has occurred or is projected to occur which requires deployment for a mission. Date and time to report to the Mobilization Center shall be identified. There may or may not be an Advisory or Alert prior to activation. Activation orders will state date and time Task Force personnel and equipment shall be at the Point of Departure. Time of departure may be as short as four hours.

B. Immediately after notification of Activation, the Agency lead for the Task Force shall ensure that the Special Operations Chief and/or Division Chief of Operations (see attached phone list) are notified of the activation. The agency lead will also confirm with the Operations Division which DFD personnel are on the updated pre-roster and thus eligible for deployment. Operations will also be kept apprised of DFD members involved in substitutions and/or additions made to fill out the deployment roster. On duty members identified as eligible to deploy on the pre-roster shall be released ASAP. If necessary, rigs will be temporarily closed and/or consolidated (no more than four rigs) to facilitate the release of the designated members. If necessary, the “Hold Order” may be put into effect. If the Task Force is activated and overtime/backfill is authorized, Operations will have the on duty assigned Shift Commander start the backfill hiring process. The hiring process will not delay releasing eligible Task Force members.
C. Operations shall immediately contact Dispatch and have an “All Stations” message sent stating that: “Members of Colorado Task Force 1 have been activated for deployment; you are to follow procedures as outline in the DFD Mobilization Manual.”

D. Members listed on the pre-roster as eligible to deploy shall notify their DFD Task Force supervisor and/or Task Force Group Leader, who in turn will notify the DFD Agency Lead that they intend to deploy. They will respond to the point of assembly (3535 South Kipling) with their equipment immediately, or as directed.

E. Once the Agency Lead has confirmed with Operations, he/she shall e-mail or call CO-TF1 Program Manager or Training Manager that DFD has received the message and DFD members are in the process of responding to the PoD (Point of Departure). This notification response shall be accomplished as soon as possible. The reply to the receipt of the order is critical for West Metro Fire and FEMA to determine if the Task Force can accept the mission.

F. Off duty personnel that are not deploying are requested to respond with their equipment to the point of assembly and assist with the deployment. Members should be prepared to fill a vacancy in the deployment roster. Immediately notify the DFD Agency Lead if you are placed on the deploying roster. The Agency Lead is then responsible for notifying Operations. If you are not pre-rostered or specifically requested through the Agency Lead, you are required to fulfill your scheduled DFD duty assignment obligation.

G. On duty personnel that are not deploying are requested to follow the above procedures at the end of their tour of duty. Contact your DFD Task Force supervisor before going out to the Task Force headquarters. Your assistance may be needed at the point of assembly or elsewhere.

H. Shift Commander shall ensure that the Telestaff code used to backfill vacancies will be the appropriate “FEMA backfill” code and that the notes section includes the name of the deploying/deployed member being replaced by the overtime
member. These procedures will facilitate reimbursement from FEMA.

I. The Administrative Division will designate a member to function as the Department’s liaison to the Task Force Family Support Network. The network can be contacted through the Home Base TFL at Task Force headquarters. This communication link will assist in keeping both the deployed member families and the Department informed. Family emergencies can also be addressed and relayed to the deployed member through this liaison. (The DFD Agency Lead may be assigned to these duties if not deployed.)

J. The Chief of West Metro Fire and Rescue District will also maintain contact with the Chief of Denver Fire Department.

K. The senior DFD Task Force member that deployed shall keep the Department liaison officer (and/or the DFD Agency Lead if he/she is not deployed) informed during the deployment on a daily basis if there is a phone or e-mail capability on location.

Attachment: Phone List, Activation CO-TF1
DENVER FIRE DEPARTMENT

STANDARD OPERATING GUIDELINE

Topic No: 2118.01
Date: 08-31-17
Approved: CDIII
Review Date: 08-31-19
Replaces: Same, dated 06-22-11

Section: OPERATIONS: USAR


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Phone List, Activation CO-TF1

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<th>ASSIGNMENT</th>
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<tr>
<td>Drennan</td>
<td>Charles</td>
<td>Division Chief, Operations</td>
<td>720-913-3421 303-944-3969</td>
<td><a href="mailto:Charles.Drennan@denvergov.org">Charles.Drennan@denvergov.org</a></td>
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<td>DFD Dispatch</td>
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<td>Task Force Ldr USAR</td>
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<tr>
<td>Wells</td>
<td>Randy</td>
<td>Assistant Chief Operations</td>
<td>720-913-3416 303-944-4104</td>
<td><a href="mailto:Randall.Wells@denvergov.org">Randall.Wells@denvergov.org</a></td>
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<tr>
<td>Fulton</td>
<td>Desmond</td>
<td>Liaison to Task Force</td>
<td>Administrative Division Chief 720-913-3455</td>
<td><a href="mailto:Desmond.fulton@denvergov.org">Desmond.fulton@denvergov.org</a></td>
</tr>
<tr>
<td>Tyus</td>
<td>Rodney</td>
<td>CO-TF1 Program Manager</td>
<td>(303) 274-0814 ext 11 (720) 641-6029</td>
<td><a href="mailto:RTyus@WestMetroFire.org">RTyus@WestMetroFire.org</a></td>
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<tr>
<td>Good</td>
<td>Mike</td>
<td>CO-TF1 Training Manager</td>
<td>303 274-0814 ext 12 720-641-6044</td>
<td><a href="mailto:mgood@westmetrofire.org">mgood@westmetrofire.org</a></td>
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<td>303-969-0298 Fax 303-969-0286</td>
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2118.01 USAR Task Force Mobilization Manual
Page 5 of 5
All members are directed to utilize a **new** crush gasket whenever an oxygen cylinder/regulator connection is being changed.

Per the NIOSH and FDA Public Health Notification of April 2006 and its update of June 2006, the danger of fires occurring at the interface of oxygen regulators and cylinder valves may be increased by the incorrect use of the crush-type gaskets currently utilized by the DFD. These nylon washers, which are commonly used to create a seal at the valve/regulator interface, are designed for a **single-use** application only. When reused, they often require more torque to obtain an effective seal. Higher torque pressures may result in deformed gaskets and/or damage to the cylinder valve and regulator, which could then result in a significant oxygen leak at the seal. Analysts have shown that the “flow friction” from this compressed oxygen leaking across the surface of the crush gasket may produce enough heat to create a spontaneous ignition.

Members shall employ the following procedure for installing regulators to oxygen cylinders:

- **A.** Always “crack” cylinder valves (open the valve just enough to allow gas to escape for a very short time) before attaching regulators in order to expel foreign matter from the outlet port of the valve.
- **B.** Always follow the regulator manufacturer’s instructions for attaching the regulator to an oxygen cylinder.
- **C.** Always use the sealing gasket specified by the regulator manufacturer.
- **D.** Always inspect the regulator and CGA 870 seal before attaching it to the valve to ensure that the regulator is equipped with only one clean, sealing-type washer (reusable metal-bound rubber seal) or a new crush-type gasket (single-use, not reusable, typically nylon) that is in good condition.
- **E.** Always be certain the valve, regulator, and gasket are free from oil and grease. Oil or grease contamination is widely known to contribute to ignition in oxygen systems.
- **F.** Tighten the T-handle firmly by hand, but do not use wrenches or other hand tools that may over-torque the handle.
- **G.** Open the post valve slowly. If gas escapes at the juncture of the regulator and valve, quickly close the valve. Verify that the regulator is properly attached and the gasket is properly placed and in good condition. If you have any questions or concerns, contact your supplier.
PURPOSE: The following information should be used as a guideline for base station determination.

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.

II. AUTO ACCIDENTS

Base Station contact for citizens involved in auto accidents is required when:

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 EMs 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).

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
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.

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 EMT – Basic Protocols for further information (Pages 8.27, 8.28).

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 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 EMT – Basic Protocols for further information (Pages 8.7, 8.8, 8.28).

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 or 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.

See the Denver Metro EMT – Basic Protocols for further information. (Page 8.6)
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 and Fire Dispatchers

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: http://exciteddelirium.org/
CITY AND COUNTY OF DENVER
MULTI-AGENCY EXCITED DELIRIUM PROTOCOL

I. PURPOSE

To create consistent, citywide procedures for responding to incidents involving actual or potential excited delirium. To have Emergency Communication Operators, Police, Fire and Paramedic dispatchers, each front-line Denver Police officer, Denver Sheriff deputy, Denver Firefighter, and all Denver Health EMT's and Paramedics recognize the physiological and behavioral indicators associated with excited delirium. To protect the safety of patients and responders in cases of excited delirium by acting quickly to ensure an appropriate response from Denver Police, Denver Health EMS, and Denver Fire agencies, whenever possible.

II. 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 lose their mental capacity to stop resisting and are truly out of control. This type of extreme exertion may result in sudden death.

III. PROTOCOL FOR FIRST RESPONDERS

1. The Emergency Communication Operator will attempt to identify the physiological and behavioral indicators associated with excited delirium when applicable to the nature of the call being received. To assist the Operator, an information sheet describing the common elements associated with excited delirium will be available at the workstation. If during the course of the interview, the Operator recognizes one or more elements that are commonly associated with excited delirium, s/he will attempt to ask appropriate questions that may help clarify whether the situation possibly involves excited delirium. At the discretion of the Operator, and based on the contingencies of the 911 call, those questions may focus on the subject's history of mental illness, drug/alcohol use, and/or current physical/mental state, etc. The great majority of excited delirium cases are not identifiable by phone.

2. If an ECO identifies a possible excited delirium incident, s/he will enter those key indicators into the incident notes and specify that the incident may involve excited delirium. EMS should be dispatched at the same time as DPD or added to the incident when a possible excited delirium situation is identified. Ideally, everyone should get to the scene at the same time and
develop a plan to restrain the subject.

3. The first arriving DPD officer, Fire crew, or EMS personnel arriving at a call and recognizing that a subject is exhibiting excited delirium-type indicators, will then broadcast that information to their respective dispatchers so appropriate personnel can be dispatched to the incident.

4. Once an incident is identified as a possible excited delirium case by any of the response agencies, agency communications personnel will ensure that all agencies (DPD, EMS and DFD) are co-responding. The police dispatcher will ensure that a minimum of two DPD officers and a DPD supervisor are dispatched to the incident. They will also ensure that EMS/Fire are added to the incident. The police dispatcher will inform the responding officers, supervisor, and EMS/Fire of those key indicators and notify them over the air that the incident may have excited delirium-type characteristics.

5. Communication relating to the incident will remain on the district channel. The police dispatcher will monitor the incident, update units, and fulfill requests. EMS and DFD may monitor on the appropriate DPD district channel.

6. Once an incident is identified as a possible excited delirium case, Police/EMS/Fire may respond with lights and sirens as needed to get to the location as quickly and safely as possible. Once they are close to the location, the rotating lights and sirens may be turned off as they approach the scene to mitigate escalation of the incident. The first arriving personnel, upon having eyes-on, should notify co-responding agencies of the most appropriate area to which other arriving personnel should respond. Responding EMS/Fire units will monitor the DPD district channel for these instructions.

7. If Fire or EMS are the first on-scene and the first to recognize that a subject is exhibiting excited delirium-type indicators, then the Fire/EMS personnel may attempt to keep the patient calm and on-scene while waiting for DPD to arrive. Fire/EMS crews should be aware that the subject may be unresponsive to language and logic and unable to process or comply with their commands. If physical contact with the subject cannot be reasonably avoided and the subject must be restrained prior to DPD arrival, the Fire/EMS personnel should attempt to limit the subject's exertion while acting to ensure their own safety.

8. In instances where DPD officers arrive on scene and the subject is not restrained, then the DPD officers should attempt to minimize the subject's exertion and contain the subject to an area where they are less likely to harm themselves or others, while waiting for EMS to arrive. Officers supervisors should, if practical, attempt CIT to get the subject to comply with requests to go with the EMS personnel willingly. When attempting CIT, one officer should make verbal contact with the subject. Slow, calming, and reassuring statements should be made and repeated often. (Examples include, "I am here to help you. It is going to be okay.") Officers should be aware that the subject may be unresponsive to language and logic and unable to process or comply with an officer's commands.

The decision about whether DPD officers should contain the subject and wait for EMS, or to immediately take the subject into custody, will be determined by the demeanor of the subject.
and other contingencies related to the incident (e.g., the safety of bystanders, the subject, officers, presence of EMS Fire personnel). If the subject cannot be contained or calmed down and the decision to take the subject into custody is made, the DPD Incident Commander will, if practical, form a plan on how the takedown and restraint process will take place. Physical force needs to be fast and overwhelming. The struggle needs to end as soon as possible. The longer the struggle lasts, the more intensely the subject will fight back and the worse his medical risk will become. OC spray will not be effective; the use of a Taser may be appropriate. When possible, EMS/ Paramedics should be a part of the plan formulation so they can make a decision as to whether sedation is necessary. The decision on whether to sedate the subject is solely at the discretion of EMS personnel.

10. Once under control, the subject will be transferred to medical personnel. DPD officers should also complete Form 150.0 Sick & Injured Report to indicate whether there is a hold on the subject. At least one officer will accompany the ambulance to the emergency room to relay any pertinent information to the medical staff.

11. If the subject involved in the incident dies, the DPD Incident Commander shall follow the procedures outlined in DPD Operations Manual 301.14(8), In-Custody Death Investigations regarding notification of the Denver Homicide Unit.

12. Officers will document the event and the amount of force used to contain, capture, control, restrain, and transport the subject as outlined in DPD Operations Manual section 105.00 (Use of Force Reporting Procedures). “Excited Delirium” will be noted in the narrative of the use of force report.

13. A separate copy of the DPD use of force report will be forwarded to the Less Lethal Coordinator, Training Bureau Firearms Section, for data collection and review. In cases where excited delirium is initially suspected, the Less Lethal Coordinator will request from 911 Communications a copy of the 911 call, dispatch audio, and how the call was dispatched, and add this information to the use of force case file.

14. Any of the agencies participating in this protocol may call for a review or amendment of the protocol ad hoc by convening a meeting of the agency representatives.

IV. PROTOCOL FOR MEDICAL EXAMINER

1. If a subject dies after being involved in a critical incident where excited delirium-type indicators are present, then the DPD Homicide Unit Office will immediately contact the Office of the Medical Examiner (OME) so that an OME investigator can respond to take custody of the body. A rectal temperature may be requested to be taken by ER personnel. This should ONLY be done under the direction of OME personnel.

2. Samples for toxicology will be obtained at autopsy. Any blood drawn in the ER/hospital shall be set aside for OME personnel to take custody of. No samples are to be obtained after death by ER hospital staff.
V. APPROVALS

We the undersigned hereby agree to adopt the above protocol for the management of actual and potential excited delirium patients encountered by our agencies in the City and County of Denver.

Dr. Kevin McVane
Medical Director, Denver Health Paramedics, Denver 911 and Denver Fire

Chief Scott Bookman
Denver Health Paramedic Division

Chief Robert White
Denver Police Department

Chief Eric Tade
Denver Fire Department

Carl Simpson, Director
Denver 911

Gary Wilson, Director of Corrections
Denver Sheriff Department
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.
Section D

Executive Orders
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.
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Page five

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, articulate observations of the employee’s appearance, behavior, speech or body odors.
   ii. When possible, have a second supervisor confirm the specific, contemporaneous, articulate 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.
vii. 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 1 (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 1 (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.
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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.
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 restated 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
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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.
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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.
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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 O. Hart
Acting Manager of Revenue

Alvin J. Lacabe, Jr.
Manager of Safety

Roxane White
Manager of Human Services

Peter Park
Director of Planning & Development

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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.
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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.
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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.
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   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.