

# Washington Township Fire Department Standard Operating Procedure

**Division 100:** Administration  
**Section 103:** Personnel  
**Subject 103.03:** Staffing - Emergency Operations  
**Supersedes:** Directives 103.03 dated 8/31/05 & 12/1/05



## Approved By:

Date: March 31, 2006

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## PURPOSE:

To provide an overview of staffing procedures and requirements, during emergency operations.

## RESPONSIBILITY:

All members shall become familiar with and adhere to the policy, and remain refreshed and familiar in the correct use and application thereof.

## PROCEDURES:

### RESPONSE COVER PARAMETERS

An efficient and effective distribution and concentration of staffing will be provided to meet or exceed service level objectives. Such service level objectives may vary in intensity (awareness, operations, technician or specialist), but will be provided for each emergency risk category as follows:

- Emergency medical services (treatment and transportation)
- Fire suppression
- Hazardous material (release/exposure)
- Technical rescue (industrial or use entrapments and search for lost persons)
- Disaster mitigation

Staffing resources will be complemented and supplemented by the use of mutual aid, automatic mutual aid, special teams and emergency management resources. Such resources may include, but are not limited to, statewide mutual aid agreements, local mutual aid agreements, regional hazardous material and urban search and rescue teams, and local, state and federal emergency management authorities.

Command staff persons, officers and members will continually evaluate throughout the year how risk categories may develop or change. Analysis, research, planning, design and implementation will determine how service level objectives may be altered or formulated.

### ADEQUATE STAFFING

#### Maximum

Each apparatus/vehicle shall only carry, as a maximum, the number of people the vehicle was designed to carry in a seated position. This seated position shall be based upon the manufacturers provided number of seats and accompanying safety restraint systems as provided for and recognized by the Federal Motor Vehicle Safety Standards. Maximums shall not be exceeded by allowing any responding persons to be in a supine, prone, crouched, kneeling or standing position.

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Too many persons involved in an operation, procedure or evolution can negatively impact efficiency and effectiveness. Members shall operate and perform their duties with the greatest effectiveness and efficiency possible.

### **Minimum**

The following are the minimum number of qualified personnel to keep apparatus/vehicles in service for in jurisdiction and mutual aid responses:

- 1 person – Air Unit
- 2 persons – Brush truck, Medics, Tankers
- 3 persons – Engines, Ladders, Rescues

It has been evaluated and determined that the minimum number of persons on the designated apparatus/vehicle can sufficiently deploy resources to answer typical, routine and/or simultaneous incidents throughout the community. The efficiency and effectiveness, in terms of time and simultaneous activity, can in some instances be improved by adding more personnel.

Extra ordinary events, such as disasters, mutli-casualty incidents, widespread chemical incident, etc., that occur anywhere in the jurisdiction shall be rapidly assessed for additional risk. As required and needed, additional staffing resources will be summoned to assist in the mitigation and intervention of the incident. Such other staffing would be to increase the number and/or type of persons with awareness, operations, technician or specialist training i.e., regional hazardous materials team, rescues, medics, etc.

### **General**

For the minimum staffing of engine, ladder and rescue apparatus, two of the three persons shall be qualified as follows:

- a Driver/Operator
- two Phase II Trained Firefighter's

For the minimum staffing of a medic vehicle, the persons shall be qualified as follows:

- a certified/qualified Paramedic Squad Leader
- one additional certified EMT/Paramedic

For the minimum staffing of brush and tanker apparatus, the two persons shall be qualified as follows:

- a Driver/Operator
- a Phase II Trained Firefighter

With the minimum staffing of one person on the Air Unit, that person shall be qualified as a Driver/Operator.

Personnel and apparatus/vehicles will be dispatched to emergency incidents in the manner directed by policy for Desired Apparatus Staffing and Mutual Aid Responses. Only that apparatus/vehicle, and the persons riding thereon, that were dispatched to an incident shall respond to an alarm. Additional persons that may arrive at a station after the dispatched apparatus/vehicle has responded shall standby at that station until further instructed or assigned. These persons shall report their presence and availability to the Fire Alarms Operator.

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### CRITERIA FOR ASSIGNMENT & WORKLOAD

#### General

The use of specially trained persons or work groups will be used as required or necessary to complement the effective response forces being used to fulfill service level or mandatory objectives. Examples of such may include, but are not limited to Fire Investigators, Rapid Intervention Crews, specialty Physicians, chemical or civil Engineers, Incident Management Teams, etc.

Re-location of personnel and/or apparatus/vehicles from their normal or scheduled workstations may occur to fulfill service level objectives. The re-location will continue for as long as necessary to maintain a more uniform distribution and concentration of remaining resources that are available.

#### Emergency Medical Services (EMS)

Members working in EMS shall provide the most appropriate and effective care in compliance with EMS Operations-General policy. Such EMS treatment, transportation, supervision, evaluation, training and planning will be completed by a variety of Emergency Medical Technicians-Basic (EMT-B), Emergency Medical Technicians-Paramedic (EMT-P), officers, squad leaders, physicians and instructors. Members shall complete their essential job functions and otherwise meet the provisions of their respective Job Description.

##### Additional EMS Definitions:

**Medical Advisor** – A physician that has been selected to serve in an instructive, consultative manner to enhance and improve EMS operations, training and function.

**Medical Director** – A physician that has been selected and appointed to the necessary oversight and operation of EMS as mandated by law and protocol.

**Squad Leader** – An EMT-P with supervisory responsibility assuring that the necessary policies and procedures are followed to provide the most efficient and effective service. In the absence of an officer, may assume the position of same, as circumstances or conditions would dictate. During each run the squad leader will complete medic crew seating assignments based upon crew qualifications and patient condition.

#### Fire Suppression

Members working in suppression shall provide the most appropriate, effective and efficient service to intervene in, mitigate and/or bring to logical conclusion those incidents to which they are summoned. Suppression practices, as described and detailed in *Essentials of Firefighting*, 4<sup>th</sup> edition, supervision, evaluation, training and planning will be completed by a variety of firefighters, officers and others with assigned duties. Members shall complete their essential job functions and otherwise meet the provisions of their respective Job Description.

##### Additional Definitions and/or Assignments:

**Aerial Truck Operator** – A qualified person that has received specialized training and possess' special expertise in the knowledge, placement and operation of an aerial truck device and its components.

**Air Unit Operator** - A qualified person that has received special training and possess' the knowledge and ability to operate an air unit service vehicle's components.

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**Crew Leader** – A Phase II qualified Firefighter with supervisory responsibility for the direction, control, operations and actions of a work crew. Performs in the absence of a line officer. Assures that necessary policies and procedures are followed to provide the most efficient and effective service.

### **Hazardous Material (Haz-Mat)**

Staffing for Haz-Mat incidents will be to provide the most appropriate and effective service to mitigate chemical release/exposure, and will not be completed at a higher level than Operations unless persons are specifically trained, proper equipment and procedures are in place, and/or a regional Haz-Mat team is also working at the incident.

### **Technical Rescue**

Staffing for technical rescue will vary from Awareness, Operations, Technician and through Specialist Levels due to the following types of incidents:

Entrapments

Environmental (i.e. confined space, building collapse)

Industrial (i.e. trench, machinery entanglement)

Use (i.e. vehicle, water)

Search for lost persons

At their respective levels of training/certification, these persons shall provide the most appropriate, effective and efficient service to mitigate and bring to logical conclusion those incidents requiring the rescue or recovery of humans.

### **Disaster Mitigation**

While completing their assigned duties and responsibilities, persons working in disaster mitigation efforts shall comply with the provisions of their respective Job Description, as it relates to this subject. This staffing will require persons to complete elements of the National Incident Management System and their regular job assignments and responsibilities while operating under difficult and extra ordinary conditions and circumstances then are normally encountered.

Staffing for disaster mitigation will be supplemented by outside similar forces from a variety of state, county and local agencies and departments for the highest level of interoperability.

## **WORK SCHEDULE**

### **General – Career & Non-career**

Through unique blending of career and non-career persons, all personnel will be used as necessary to provide an efficient and effective staffing level to complete identified service level objectives. Staffing objectives shall comply with Washington Township Policies and Procedures, applicable State of Ohio provisions and the federal Fair Labor Standards Act.

### **Shifts**

Job analysis and assessment shall be used to determine the type, frequency and duration of work shifts for emergency operations personnel. The job assignment, workload and activity level may all be used in designing, implementing and/or revising work shifts. Career personnel may be scheduled to work regular eight, twelve, or twenty-four hour work shifts. Non-career personnel may work either on-call or “in-house” (at the fire station) work shifts of a duration that is necessary and comply with the

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provisions for Part Time Utilization policies. Under emergency, special or disaster circumstances, the duration of a work shift may be altered to provide the necessary service level. Under no circumstances shall any part time member schedule or work more than 1,500 hours per calendar year.

### **Relief, Overtime, Recall**

Relief, overtime and recall procedures will be used as necessary to fulfill the Response Listing and Desired Apparatus Staffing Levels policies.

Relief of personnel will primarily be completed to promote and attain personal health and wellness of members.

Overtime use will occur when it is necessary to have career member's work over and above their regularly scheduled work hours. Scheduling of such hours may be the result of filling vacant work hours, providing relief to other personnel and/or supplementing other personnel. Career persons will be scheduled for overtime in accordance with Career, Non-exempt Personnel Overtime policy and collective bargaining agreement. Overtime for part time members will only occur in accordance with Washington Township Part Time Personnel Policies and Procedures.

Recall of members to work may occur periodically when necessary to supplement on duty/working personnel.

## **SUPERVISION**

### **Line & Staff Officers**

While completing their assigned duties and responsibilities, persons working in supervisory roles shall comply with the provisions of their respective Job Description, while completing their essential job functions. Supervisors will be effectively assigned to provide the efficient distribution and concentration necessary to provide the required service level objectives for the jurisdiction.

An Officer, Squad/Crew Leader or member assigned as either, is designated as the commander on responding apparatus/vehicles. This person shall be in charge of all personnel on the apparatus/vehicle and will be held accountable and responsible for its operation. Officers will also be assigned to perform supervisory functions of work activity at fire stations. During an Officer's absence, another person will be assigned or otherwise designated to act in their behalf. The assignment will primarily be based upon that persons training, experience, body of knowledge and ability to perform essential job functions of a supervisor.

The on duty Shift Commander shall be assigned, according to the Response Listing policy, as the command officer assigned to first alarm response for emergency or special incidents. This person's arrival will occur very early in an incident so as to establish control and incident management. Additional command officers shall respond as needed and directed by Response Listing policy.

### **Span of Control**

Supervisory control over members will normally occur at no more than five to seven individuals. Members are directly responsible to one supervisor at a time.

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### Supervisory Functions

Supervisors will receive and complete other assignments and responsibilities as necessary to complete service level objectives. Such other assignments and responsibilities may include, but are not limited to, incident management, EMS, engine company operations, truck company operations, rescue function operations, hazardous material function operations, etc.

### References:

International Fire Service Training Association (IFSTA)  
*Essentials of Firefighting, 4<sup>th</sup> edition*

Washington Township

*Washington Township Part Time Personnel Policies and Procedures*

Washington Township Fire Department

*103.04 Part Time In-House Employee Utilization*

*103.05 Part Time On-Call Employee Utilization*

*105.04 Career, Non-exempt Personnel Overtime*

*202.01 EMS Operations – General*

*602.01 Response Listing*

*602.02 Desired Apparatus Staffing Levels and Mutual Aid Responses*

*General Order 99-04; Firefighter Phase Training*

*Special Order 96-02; Firefighter Phase Training*

*Training Bulletin 94-02-08; Pump Operation Standards*

*Training Bulletin 95-03-08; Pump Operations*

*Training Bulletin 96-01-26; Engine-Driver/Operator Qualification Process*

*Training Bulletin 97-01-26; Medic Member-Driver/Operator Qualification Process*