

**LAKWOOD FIRE DEPARTMENT
STANDARD OPERATING GUIDELINES**

SOG NUMBER: 101.06	ADMINISTRATION
DATE IMPLEMENTED: DATE REVISED:	TITLE: STATION AND APPARATUS STAFFING AND LEAVE

PURPOSE:

The purpose of this guideline is to regulate the daily, routine staffing of fire stations and apparatus by career personnel while allowing for said personnel's use of leave time. This guideline was promulgated to establish procedures to provide the community with the highest quality protection service possible within the parameters of the District's budget and to minimize the health and safety risk of personnel by assembling a sufficient number of personnel at every incident to bring the incident to a safe and satisfactory conclusion.

SCOPE:

All career officers and career firefighters.

PROCEDURE:

When sufficient personnel are available, the desired target staffing levels for apparatus and station are at least:

- a. Apparatus – engines – four (4) personnel (officer and three (3) firefighters); or aerial units – four (4) personnel (officer and three (3) firefighters)
- b. Station/Company – four (4) personnel (officer and three (3) firefighters)

A minimum of three (3) personnel (officer and two (2) firefighters) shall be on duty at all times. Any deviation from this standard must be approved by the career officer in charge. To insure compliance with this guideline, the officer in charge shall be assigned with the responsibility of maintaining staffing levels at prescribed minimums. No scheduled leave time will be approved that will reduce staffing below the listed minimum levels.

When manpower falls below the minimum staffing of three (3) personnel report for duty, the officer in charge shall assign a sufficient number of off-duty personnel or part-time personnel to satisfy the minimum staffing requirements. The officer in charge shall be responsible for staffing one (1) engine company with a minimum of three (3) personnel (officer and two (2) firefighters) to be deployed from one (1) station.

Responsibilities of Shift Officer in Charge:

- 1. Be accountable for the location and duty status of all personnel assigned to his/her respective shift inclusive of personnel temporarily assigned, shift swaps, non-aligned part-time hiring, or other staffing;

2. Prepare a daily staffing report and forward same to the Captain and the Fire District Business Office;
3. Generate a staffing roster for his/her assigned staffing shift. Staffing assignments shall be given to personnel in the following order:
 - a. The Board reserves the right to require fire personnel to work when necessary provided the request is within parameters of this guideline.
 - b. In circumstances in which additional staffing is anticipated due to pre-scheduled time off (vacation, personal, or sick leave), it shall be the responsibility of the career Fire Captain to schedule personnel to provide adequate minimum staffing within the guidelines as set forth in this guideline.
 - c. During times when additional staffing is required due to unscheduled time off (sickness), the on-duty officer in charge shall be responsible to schedule personnel to provide adequate minimum staffing within the guidelines as set forth in this guideline.
 - d. Personnel shall be selected to fill staffing needs on an equal rotating basis.
 - e. It shall be the responsibility of the on-duty officer in charge to verify the Payroll Form and submit the form to the Board Office via fax or e-mail prior to the conclusion of their tour of duty.
 - f. At the discretion of the officer in charge, on-duty personnel may be held over until such time as appropriate relief is provided.
 - g. Should an officer or firefighter be held over past his twenty-four (24) hour shift due to times of emergency, the officer in charge shall make every effort to provide the necessary relief as soon as possible.
 - h. Career firefighters shall not be permitted to work more than twenty-four (24) hours without a ten (10) hour break, except in times of emergency (major incidents, working on an emergency incident past one's assigned shift, held over waiting for relief, or, as directed by the Chief of Department or his designee).
 - i. In the event additional personnel is required to fill minimum staffing, the following guideline shall be followed:
 1. Assignments shall be either one twenty-four (24) hour shift (0800 to 0800) or they may be divided into two separate shifts consisting of a DAY ASSIGNMENT (0800 hours to 1800) and a NIGHT ASSIGNMENT (1800 hours to 0800 hours).
 2. When a staffing situation results in no officer being on duty, every effort shall be made to recall an officer. In all other situations, personnel shall be replaced with a rank equal to that of the rank causing the staffing needs.
 3. Members not wanting to be a part of the normal distribution of staffing assignments shall not be exempt from being assigned should the need arise. It is to be especially understood that on major holidays, when it is difficult to fill staffing

quotas, all member's names without exception, shall "go into the hat" from which a election will be made.

4. Additional staffing for each respective platoon will be filled as reflected below:

- PLATOON A

- Twenty-four (24) hour Assignment – Platoon C
- Day Assignment – Platoon B
- Night Assignment – Platoon D

- PLATOON B

- Twenty-four (24) hour Assignment – Platoon D
- Day Assignment – Platoon C
- Night Assignment – Platoon A

- PLATOON C

- Twenty-four (24) hour Assignment – Platoon A
- Day Assignment – Platoon D
- Night Assignment – Platoon B

- PLATOON D

- Twenty-four (24) hour Assignment – Platoon B
- Day Assignment – Platoon A
- Night Assignment – Platoon C

4. Maintain an accurate record of each shift members attendance inclusive of hours worked and leave time used. This information should be recorded on the daily staffing report; and
5. Approve or disapprove all types of leave requests. No request for scheduled leave will be granted if doing so would result in personnel on duty falling below minimum levels as set forth above.

Counting Daily Staffing:

Personnel running errands, fueling vehicles, moving vehicles for maintenance or attending District training "in house" are considered staffing. Personnel on light duty or injured on duty will not count as available staff. Personnel on military leave or other administrative leave will not count as available staff. These types of leave days could be single or multiple days of extended or light duty leave and will impact the availability of remaining personnel to take scheduled leave time. However, the personnel on leave, extended leave or light duty will not revoke existing and approved leave of the remaining personnel.

Vacation/Sick Time and the Daily Schedule:

If any shift on the daily schedule has staffing above the minimum personnel staffing level outlined above, a shift member may request scheduled leave time to the officer in charge for his/her approval. Any approved leave time shall count against daily staffing upon approval. Any request for scheduled leave time that would reduce daily staffing below the minimum level as set forth above will be denied.

Vacation Leave Time Procedure:

In order to facilitate the needs of all personnel, a rotating selection schedule for vacation leave will be circulated beginning October 15th for the calendar year. This schedule will be passed to each crew officer in charge giving each person seventy-two (72) hours to select forty-eight (48) hours of vacation leave on a seniority basis. After that period, if a member fails to select his/her forty-eight (48) hours, the schedule will be passed to the next person on the seniority list until all members have had an opportunity to select forty-eight (48) hours of vacation leave. The vacation leave schedule will be posted December 1st for the following calendar year. Personnel with more than forty-eight (48) hours shall be afforded a second opportunity to select the balance of their respective vacation leave for the following calendar year again by a rotation selection schedule commencing December 1st. This schedule will be passed to all personnel with remaining vacation leave hours in seniority order, giving each person forty-eight (48) hours to select the balance of their vacation leave. **Please note: no more than two (2) officers can select a vacation during the same vacation period, which shall be defined as the date(s) of vacation as well as the days preceding and following the specific date(s) of vacation.** The final annual selection schedule will be posted December 24th for the following calendar year. A copy will be forwarded to the Board business office.

Personnel may request to cancel their scheduled vacation providing at least fourteen (14) days prior to the leave date. Personnel shall request to do so, in writing, to the career Fire Captain. Approval or disapproval will be given within forty-eight (48) hours. All vacation leave shall be taken in twenty-four (24) hour shift days. Personnel who elect to schedule use of vacation leave after the annual selection process has concluded will be required to provide fourteen (14) days written notice to the career Fire Captain. Approval or disapproval will be given within forty-eight (48) hours by the career Fire Captain. All modified scheduled leave postings shall be forwarded to the District business office.

Scheduled Personal Leave Procedure:

Personnel shall utilize personal time by completing a request to the career Fire Captain at least ninety-six (96) hours in advance of the requested day off, except in times of emergency.

All use of personal days shall be taken in full twenty-four (24) hour shift days. In as much as personal days are viewed as periods of time to conduct personal business that has not been planned, no approval shall be needed in emergent unscheduled situations.

Unscheduled Personal Leave Procedure:

Personnel may utilize personal time by communicating via telephone to the on-duty officer in charge by 0600 hours on the day they are scheduled to work. (Early shift callouts by 0430 or the evening before). Firefighters shall call out of a scheduled shift by contacting the on-duty officer in charge, if no answer, contact the career Fire Captain or his designee by telephone.

All use of unscheduled personal leave shall be taken in full twenty-four (24) hour shift days.

Scheduled Sick Leave Procedure:

Personnel may utilize scheduled sick days by completing a request to the career Fire Captain at least ninety-six (96) hours in advance of the requested day off. It is understood that scheduled sick days are for personnel use or personnel dependent care use to ensure the health and well-being of the personnel/family. It is understood that during any sick leave all personnel should be resting and convalescing so they can return to work healthy.

Unscheduled Sick Leave Procedure:

Personnel may utilize sick days by communicating via telephone to the on-duty officer in charge by 0600 hours on the day they are scheduled to work. (Early shift callouts by 0430 or the evening before). Personnel shall call out of a scheduled shift by contacting the on-duty officer in charge, if no answer, contact the career Fire Captain or his designee by telephone.

Duty Exchanges

1. Members shall be limited to twelve (12) initiated duty exchanges per year. It is understood that upon initiating a duty exchange, members will be expected to repay that exchange within one (1) year of the date of the duty exchange.
2. Duty exchanges will not result in an expenditure on the part of the Lakewood Fire District and the parties involved in a duty exchange release the Lakewood Fire District from any and all claims that may result from an exchange.
3. Members submitting duty exchanges shall, whenever possible, submit them to their respective OIC so that the OIC may give due consideration as to how the duty exchange might affect their operations. The Captain shall grant final approval for duty exchanges. When approval cannot be obtained from the Captain (such as when time is of the essence), the approval for duty exchanges shall be left to the discretion of the OIC receiving the request.
4. Any member requesting a duty exchange shall make an attempt to obtain a member of equal rank to work for them. If this is not possible, special consideration will be given depending upon the nature of the exchange. For purposes of this SOG only, the ranks of Captain and Lieutenant should be considered of equal rank.
5. All duty exchanges shall be submitted at least 24-hours in advance, except in cases of emergency. Duty exchanges shall only be permitted for 10-hour (0800-1800), 14-hour (1800-0800) or 24-hour (0800-0800) shifts.
6. The following example will illustrate the procedure to be used in the unusual situation when an EXCHANGE OF DUTY RESULTS IN SICK LEAVE. Member "A" agrees to work for Member "B". Prior to reporting for duty, Member "A" reports out sick. If an overtime situation exists, an attempt will be made to contact Member "B" who will report for duty or make other arrangements to have his tour of duty covered. If Member "B" cannot be contacted, an Overtime man will be called and Member "B" will pay back the time to the department at the discretion of the Captain and /or Fire Administrator.

7. Tracking of duty exchanges will be reflected by the OIC on the Daily Staffing Report which shall be submitted as noted herein this SOG.

Time Sheets and Leave Time Notation:

All leave time requests shall be entered into the proper time sheets. Dispositions on leave time will be entered and recorded in the District leave program. Any changes or edits to leave time shall be made by the officer in charge to most accurately reflect the type and amount of leave time actually taken by the firefighter.

All leave time shall be noted on the respective firefighter time sheet and submitted by the payroll deadline. Failure to submit a time sheet by the deadline may result in disciplinary action.

Daily / Weekly / 28-day / Monthly Reports

In order to properly track and record Regular Assignments (RA), Staffing Assignments (SA), Sick Leave (SL), Personal Leave (PL), Vacation Leave (VL), Bereavement Leave (BL), Duty Exchanges or Swap Working (SW) and Swap Off (SO) as well as Acting Officer (AO), the following reports will be generated.

1. The on-duty OIC will prepare a Daily Staffing Report and submit same to the Captain and the Board Office prior to the completion of their tour of duty.
2. The Captain, or in his absence his assigned designee, will prepare a Weekly Staffing Report at the conclusion of every work week and submit same to the Board Office.
3. The Captain, or in his absence his assigned designee, will prepare a 28-day Work Period Hours Worked Report at the conclusion of every 28-day work period and submit same to the Board Office.
4. The Captain, or in his absence his assigned designee, will prepare a Monthly Sick Leave and Personal Leave Report at the conclusion of every month and submit same to the Board Office.