

Post-Incident Analysis

209.1 PURPOSE AND SCOPE

Best Practice MODIFIED

The purpose of this policy is to establish a uniform Post-Incident Analysis (PIA) to identify strengths and weaknesses within the Department. This policy describes the various types of PIA that can be used in the evaluation of Department performance. A PIA may also be used to identify equipment needs, staffing deficiencies, and training needs. The information collected during the PIA process also may be useful in justifying future funding requests for equipment, personnel and/or training.

209.2 POLICY

Best Practice MODIFIED

The PIA is a valuable tool to improve the overall operations of the fire service. It is the policy of this Department to use the PIA as a tool for Incident Commanders (ICs), Fire Marshals, Battalion Chiefs, Shift Commanders, and command staff to identify areas of strength and weakness within the Department on an incident-by-incident basis, for the purpose of continuous improvement.

The PIA may additionally be utilized in Department-wide training to communicate continuous improvement of emergency scene operations and fireground safety.

209.2.1 RESPONSIBILITIES

Best Practice MODIFIED

The ICs, Fire Marshals, Battalion Chiefs, Shift Commanders, and command staff have shared responsibility for the overall effectiveness of the PIA process.

The IC should informally analyze every incident to improve personnel, unit and system performance. After every major incident or special event, the IC should develop a PIA to determine strengths, weaknesses and lessons learned about the incident operation.

Anyone may request a PIA of a particular incident. Any PIA requests must be made through the chain of command.

Any significant safety issue that is identified in the PIA should be addressed immediately, if it was not already resolved prior to the PIA being completed. If appropriate, a report should be sent to the International Association of Fire Chiefs (IAFC) Near-Miss Reporting System on any significant safety issues.

209.3 POST-INCIDENT ANALYSIS

Best Practice MODIFIED

A PIA should be completed within 30 days of an incident and may result in recommendations for changes to procedures, staffing, equipment use, policy and/or training to better enable the Department to serve the community.

Post-Incident Analysis

A PIA should include lessons learned from the observation of effective and efficient methods of mitigating a major incident. These include all strategic decisions, operational issues, built-in fire protection devices, and anything else that assisted in mitigating the incident.

- (a) A PIA may include:
 - 1. Evaluation of the overall operational effectiveness.
 - 2. Evaluation of safety procedures.
 - 3. Evaluation of the success or failure of tactical objectives.
 - 4. Evaluation of the application and effectiveness of policies and/or procedures.
 - 5. Specific knowledge that might be beneficial.
- (b) The information gained from a PIA should be used by Captains and staff teams to:
 - 1. Reinforce the incident management system.
 - 2. Evaluate current training programs and/or identify training needs.
 - 3. Evaluate current policies and procedures.
 - 4. Identify and prioritize planning needs for the future.
 - 5. Identify equipment problems/concerns.
 - 6. Evaluate fire prevention inspection and public education effectiveness.

209.4 TYPES OF POST-INCIDENT ANALYSIS

Best Practice

209.4.1 HOT WASH

Best Practice

An incident “hot wash” should be performed at the incident scene prior to the release of equipment or personnel. A hot wash is a meeting of all involved personnel on-scene. It is an informal briefing of the incident, the actions taken and problems encountered. An IC may present an analysis with key companies or crews while they are on-scene. The advantage to this is that crews are present and all aspects of the call are still fresh. One disadvantage to a hot wash might occur at medical incidents, when some members may be caring for patients and are unable to participate.

If the analysis takes place while on-scene, it is the responsibility of the IC to:

- Meet in a safe area, even if it requires relocating to another area.
- Ensure that the meeting area is inaccessible by the public and media.
- Consider the impact of company downtime.
- Consider public perception.

209.4.2 INFORMAL PIA

Best Practice

MODIFIED

Post-Incident Analysis

An informal PIA is used following smaller multi-company incidents, such as structure fires, medical incidents, or special operations incidents. The IC or a designated representative should arrange for and conduct the informal analysis.

209.4.3 COMPANY-LEVEL PIA

Best Practice **MODIFIED**

A company-level PIA is highly encouraged and should be a standard communication tool for all Captains. It is appropriate for significant incidents involving single companies as well as multiple-company stations where more than one company participated in the incident.

Company-level analysis promotes unity and teamwork, enhances communication, improves company performance, and is a useful tool for evaluating the health and welfare of crew members following certain traumatic incidents. A company-level PIA can take place while at the fire station or any location that provides privacy.

209.4.4 FORMAL PIA

Best Practice **MODIFIED**

- (a) A formal PIA shall be conducted following all:
 - 1. Multiple-alarm structure fires.
 - 2. Any fire resulting in a fatality.
 - 3. Multiple-alarm brush fires.
 - 4. Multiple-alarm Emergency Medical Services (EMS) incidents.
 - 5. Multiple-alarm special operations incidents.
 - 6. Major disaster drills.
 - 7. Unusual incidents identified by the IC or other staff officers.
- (b) A formal PIA should be considered for:
 - 1. A building fire in which three or more rooms are severely damaged by fire, or where unusual extinguishment problems existed.
 - 2. Any incident in which an unusual event occurs (e.g., explosion, collapse).
 - 3. Any fire resulting in injury to firefighters that is serious enough to require transport to a medical facility.
 - 4. Any "close call" incident where firefighters could have been injured.
 - 5. Any hazardous materials incident with multi-company involvement.
 - 6. Any specialty rescue operation with multi-company involvement.
 - 7. Any incident, at the IC's discretion or at the request of a Captain.
- (c) The Training Division Division Chief is responsible for scheduling and facilitating the presentation of all formal PIAs. This will include:

Lansing Fire Department

Policy Manual

Post-Incident Analysis

1. Setting a presentation date and location within three days (whenever possible) of the incident.
2. Supervising the completion of an incident analysis packet that should include a summary of the incident, drawings and identification of any lessons learned.
3. Developing a written After Action Report (AAR) summarizing the PIA and submitting it to the Fire Chief for approval and distribution.
4. Notifying Shift Commanders.
5. Coordinating/scheduling with other departments or outside agencies that worked the incident.
6. Arranging move-up and/or cover companies from other departments.

The Shift Commander is responsible for notifications to all members of the shift who are scheduled to attend the PIA. All members should be notified within one week if a formal PIA is being arranged to allow them to prepare or gather any necessary documentation.

Copies of the AAR should be posted and accessible for all personnel to review.

A copy of all PIAs and AARs shall be forwarded to the Fire Chief for approval prior to distribution, including any determinations or conclusions reached through the PIA presentations.

Annual Planning Master Calendar

210.1 PURPOSE AND SCOPE

Best Practice

The purpose of this policy is to ensure the development of a master schedule of annual activities that will assist with the overall planning and coordination of Department resources, training, and other activities.

210.1.1 DEFINITIONS

Best Practice

Definitions related to this policy include:

Target hazard - A building or occupancy that is unusually dangerous in terms of life loss, or that has a high potential for property damage. A target hazard is often the subject of a target hazard assessment and training by virtue of its potential to overload equipment and personnel resources; involve atypical hazards; require special technical advice; require a multi-agency response; involve complex firefighting operations; and have a significant impact on the community if the building or occupancy were destroyed.

210.2 POLICY

Best Practice

The Lansing Fire Department will establish, update, and maintain a master schedule of annual activities to facilitate the overall planning and coordination of activities and resources.

210.3 RESPONSIBILITIES

State **MODIFIED**

The Administration Division Chief, in conjunction with all Division and Battalion Chiefs, is responsible for creating and maintaining a calendar that includes a schedule of all training required in compliance with state and federal regulations, required inspections, and other significant activities (Mich. Admin. Code, R 408.17464). The calendar should include at a minimum:

- (a) All necessary National Incident Management System (NIMS) and Michigan Occupational Safety and Health Administration (MIOSHA) training.
- (b) All required Emergency Medical Technician (EMT) and EMT-Paramedic (EMT-P) recertification training as necessary to meet the local medical control authority and Michigan Department of Health and Human Services and National Registry requirements.
- (c) Training required for maintaining competencies in job-specific duties and functions, including emergency response roles, the Incident Command System (ICS), and other required MIOSHA training, in addition to hazardous material training, wildland interface training, and target hazard training as required by federal, state, and local law or regulatory agency. Training may include manipulative exercises, didactic classroom work, and simulations.
- (d) An annual vehicle inventory.

Lansing Fire Department

Policy Manual

Annual Planning Master Calendar

- (e) An inspection and review of all plot plans and pre-fire plans.
- (f) Protective clothing inspections.
- (g) Self-contained breathing apparatus (SCBA) inspections and testing.
- (h) Hose and ladder inspection, including aerial inspections.
- (i) Vehicle and pump capacity inspection and testing.
- (j) Annual medical evaluation of personnel.
- (k) Annual quantitative and qualitative fit testing of respiratory protection devices.
- (l) MIOSHA-required vehicle inspections.
- (m) All other training and inspections required by any federal, Michigan, or local agency.

Physical Asset Management

211.1 PURPOSE AND SCOPE

Best Practice

The purpose of this policy is to provide guidelines for maintaining a system of inventory and accountability over the Department's physical assets.

211.1.1 DEFINITIONS

Best Practice MODIFIED

Definitions related to this policy include:

Physical assets – Any tangible items of value, including but not limited to:

- Materials.
- Machinery.
- Tools and equipment.
- Personal Protective Equipment
- Apparatus, ambulances, and command and support vehicles.
- Office supplies.
- Furniture.
- Firefighting tools and appliances, including hose, power tools, and communications devices.

Physical asset management – The process of tracking and maintaining the Department's physical assets.

211.2 POLICY

Best Practice

It is the policy of the Department to accurately inventory, track, maintain, and dispose of its physical assets owned by the Department in a manner that controls costs, avoids waste, and promotes the Department's mission.

211.3 RESPONSIBILITIES

Best Practice

The Fire Chief or the authorized designee should be responsible for the inventory, maintenance, and disposal of Department physical assets, including:

- (a) Maintaining compliance with federal, state law, and local laws regarding physical asset management, inventory control, and reporting requirements.
- (b) Maintaining compliance with any grant requirements associated with physical asset purchases.
- (c) Developing procedures for the implementation of this policy, including:

Physical Asset Management

1. Procedures for disposal of all Department-owned physical assets in accordance with federal, state, and local law.
 2. Procedures for safe disposal of hazardous waste.
 3. Procedures for handling surplus and obsolete physical assets.
 4. Procedures to inventory assets according to internal reporting deadlines (e.g., quarterly, annually).
- (d) Developing a physical asset management plan to track the Department's physical assets and maintain accurate and complete records related to these assets. The plan should include:
1. A minimum value of the physical assets that are subject to this policy, the plan, and the implementing procedures.
 2. An inventory control and recordkeeping system to account for the movement, storage, maintenance, use, loss, damage, destruction, and disposal of the Department's physical assets.
 3. Routine internal and external audit practices.
 4. Procedures to access physical assets for reuse, transfer, recycling, or disposal.
- (e) Designating members as appropriate to assist with inventory under the physical asset management plan.
- (f) Annual physical asset acquisition planning.

211.4 IDENTIFICATION AND TAGGING

Best Practice

Physical assets should be tagged using a bar code or other system to identify and locate the items. Tags should be affixed in the same manner and location on each item, when feasible. The following information regarding the tagged item should be maintained using the inventory control system and method of recordkeeping established in the physical asset management plan:

- (a) A description of the item, including but not limited to:
 1. Make, model, and serial number
 2. Physical dimensions and weight
 3. Color, material, and other physically distinct qualities
 4. Warranty and/or recall information, if any
- (b) The specific location where the item can be found
- (c) The acquisition date of the item, as well as the amount and funding source for the acquisition
- (d) The intended and actual use of the item
- (e) The expiration of an item's lease or loan terms

Physical Asset Management

211.5 SURPLUS OR OBSOLETE ASSETS

Best Practice

When the Department no longer utilizes a physical asset, the asset should be identified as surplus or obsolete. If the physical asset retains value, the item should be stored as surplus or handled in accordance with the procedures established pursuant to this policy. If the physical asset is deemed obsolete, the item shall be disposed of in accordance with this policy.

211.5.1 STORAGE

Best Practice

When practicable, physical assets that retain value but are not being utilized should be stored in lieu of disposal. Physical assets in storage are subject to routine inventory and revaluation. If the physical asset's value is less than the cost of storage, the Department should pursue disposal of the item in accordance with this policy.

211.5.2 TRANSFERS

Discretionary

When a physical asset is transferred from one Department to another, the value of the physical asset should transfer with the asset. InterDepartment transfers shall be documented through the inventory control and recordkeeping system implemented by the physical asset management plan.

211.6 LOSS, DAMAGE, OR DESTRUCTION

Best Practice

Loss, damage, or destruction of Department physical assets shall be handled in accordance with the procedures established pursuant to this policy and the Use of Department-Owned and Personal Property Policy, as applicable.

211.7 USAGE MONITORING

Best Practice

Physical asset performance should be regularly monitored for functionality, utility, wear-and-tear, and cost-effectiveness. Usage monitoring of the Department's physical assets should include the duration of use (e.g., daily use and number of hours in use), user satisfaction, costs of operating the asset, and the asset's contribution to employee performance and overall productivity.

211.8 MAINTENANCE

Best Practice

Routine maintenance of physical assets should be proactive to limit interruption of the Department's daily operations. Employees should report any physical asset performance issues to a supervisor.

Maintenance requests and reports shall be recorded in the inventory control and recordkeeping system implemented by the physical asset management plan. The City Council or the authorized designee shall routinely evaluate maintenance expenditures to determine whether continued maintenance is beneficial.

Physical Asset Management

211.9 DISPOSAL

Best Practice

Physical assets slated for disposal should be evaluated for salvage value (e.g., items containing reusable materials like aluminum or copper) or transferred or disposed of in accordance with the procedures established pursuant to this policy.

211.10 INVENTORY AND REPORTS

Best Practice

Routine inventory of physical assets should be conducted for purposes of loss control, revaluation, retagging, documenting asset movement and condition, disposition and acquisition planning, and obtaining adequate insurance coverage.

All internal controls and inventories related to physical asset management shall be accurately documented and subject to both internal and external audit. Inventory reports should include an explanation of any discrepancies from the previous period.

All inventory documentation shall be retained and stored in accordance with the records retention schedule.

211.11 TRAINING

Best Practice

Members and supervisors accountable for the proper care, use, transfer, maintenance, storage, loss, and disposition of all Department physical assets should receive training regarding their responsibilities under the physical asset management plan.

Purchasing and Procurement

212.1 PURPOSE AND SCOPE

Best Practice

The purpose of this policy is to provide guidelines for the purchasing and procurement of goods and services.

212.2 POLICY

Best Practice

It is the policy of the Department to conduct purchasing and procurement in an efficient and cost-effective manner consistent with federal, state, and local laws, rules, and requirements in order to protect the integrity of the Department and maintain public trust.

212.3 PURCHASING COORDINATOR

Best Practice

The Fire Chief should designate a member to coordinate Department purchases. The member's responsibilities should include:

- (a) Remaining familiar with and updating agency practices in accordance with applicable federal, state, and local purchasing and procurement laws, rules, and requirements.
- (b) Obtaining authorization from the Fire Chief or the authorized designee for each purchase.
- (c) Reviewing proposed purchases to determine the most appropriate method of procurement.
- (d) If the procurement method selected is one other than competitive bidding, documenting why another method was selected.
- (e) Assisting other members involved with the purchasing and procurement of goods or services in following purchasing requirements and rules applicable to the method of procurement.
- (f) Forwarding all contracts and purchase orders to the Fire Chief or the authorized designee for review, approval, and execution.

212.4 REVIEWS

Best Practice

The Fire Chief should ensure that a review of purchasing and procurement activities is conducted annually to determine compliance with any applicable federal, state, and local laws, rules, and requirements.