



**SAN JUAN COUNTY  
FIRE PROTECTION DISTRICT #2  
MANUAL**

**Orcas Island Fire & Rescue**

APPROVED POLICIES  
STANDARD OPERATING GUIDELINES  
STANDARD OPERATING PROCEDURE



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# Orcas Island Fire & Rescue

## **MISSION**

The mission of Orcas Island Fire & Rescue is to save lives and protect property through emergency medical service, fire and rescue response, fire prevention, and community education. We respond to the needs of our community and provide high quality and effective service with professionalism and compassion.

## **VISION**

Beginning with our motto “Neighbors serving Neighbors”, Orcas Island Fire & Rescue will evaluate the needs of our community and strive to adapt our services to mitigate emergent and non-emergent calls for service with trained responders and in the spirit of Volunteerism.

## **PURPOSE**

Neighbors Serving Neighbors

## **ETHOS**

Our core values drive our judgment and behaviors. Our behaviors shape our Culture.

- Communication
- Compassion
- Trust
- Ownership
- Professionalism

## Orcas Island Fire & Rescue Member Code of Ethics

As a Member of Orcas Island Fire & Rescue (OIFR), my fundamental duty is to serve the community; to safeguard and preserve life and property; and maintain a proficiency in the art and science of my discipline.

I will uphold the standards of my profession, continually search for new and improved methods and share my knowledge and skills with my contemporaries and successors.

I will not allow personal feelings, nor danger to self, deter me from my responsibilities as an OIFR Member.

I will at all times, respect the property and rights of all men and women, the laws of my community and my country, and the chosen way of life of my fellow citizens.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of emergency services. I will never use my official position to obtain advantages or favors for myself, my friends or family.

I will constantly strive to achieve the objectives and ideals, dedicating myself to my chosen profession-saving of life, protection of property.

As a member of Orcas Island Fire & Rescue, I accept this self-imposed and self-enforced obligation as my responsibility.

# **Chapter 1: Organization**

## **Chapter 2: Administration**

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## 200 POLICY: Organizational Structure

Approved: 2018-12-17  
Approval: BOFC

Reviewed: 2023-08-30  
Reviewer: BOFC & FC

Revised:  
Revision Approval:

Revision #

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### 200.1 PURPOSE AND SCOPE

The purpose of this policy is to establish the organizational structure of Orcas Island Fire & Rescue. This policy also provides guidance regarding the district's reporting process through the chain of command.

### 200.2 POLICY

It is the policy of Orcas Island Fire & Rescue to organize its resources in a manner that allows for effective and efficient service delivery to the public. To ensure effective organizational communication, members should generally adhere to the established chain of command unless there is a good faith and reasonable basis for utilizing an alternate channel of communication.

### 200.3 DIVISIONS

The Fire Chief is responsible for managing Orcas Island Fire & Rescue. The following divisions make up Orcas Island Fire & Rescue:

- a. Administration Division
- b. Emergency Services Division
- c. Fire Chief also provides support to the San Juan County Fire Marshal Division

#### 200.3.1 Administration Division

The Administration Division is directed by the Fire Chief and provides administrative support to the Fire Chief; prepares and coordinates the district budget; helps to manage recruitment, promotion and performance appraisals; manages information technology systems and payroll functions; and reviews, prepares and presents staff reports to Fire District #2 officials, the Fire Chief and the District #2 Board of Fire Commissioners.

A current organizational chart for Administration needs to be prepared and maintained.

#### 200.3.2 Emergency Services Division

The Emergency Services Division is directed by the Fire Chief. The Emergency Services Division responds to all fire, rescue and medical aid calls for service; manages major disaster responses; and staffs various emergency response apparatus and support units.

In the event of an emergency causing communication difficulties with the San Juan County Dispatch Center the Fire Chief may also oversee the management of a temporary fire Dispatch.

A current organizational chart for the Emergency Services Division needs to be prepared and maintained.



**200.3.3 Fire Marshal Office (San Juan County Fire Marshal is a separate official not under the district)**

The Fire Marshal is directed by a Fire Marshal. The Fire Marshal Office's mission is to engage in investigation, education, prevention and mitigation of fire incidents or accidents. The Fire Marshal Office performs inspections of businesses and occupancies as mandated by applicable law. In addition, the Fire Marshal Office is the lead agency or act as support for investigation of all major fires occurring within the jurisdiction of Orcas Island Fire & Rescue.

**200.4 UNITY OF COMMAND**

The principles of unity of command ensure efficient supervision and control within the District. Generally, each member is accountable to a single supervisor at any time for a given assignment or responsibility. Except where specifically delegated or where authority exists by virtue of policy or a special assignment (e.g., emergency incidents), any supervisor may temporarily direct any subordinate if an operational need exists.

**200.5 CHAIN OF COMMAND**

Respect for rank is essential for administrative and operational efficiency. All members of Orcas Island Fire & Rescue shall adhere to the chain of command. All members shall be thoroughly familiar with the National Incident Management System (NIMS) and the Incident Command System (ICS) and operate within its parameters throughout the duration of all emergency incidents.

A supervising officer will be identified for each district member. This supervising officer is the first step in the organizational chain of command, followed by the next level of command officer as set forth in the district's organizational structure. In the event which no supervisory officer is available, rank will be determined by seniority in rank and/or supervisory experience as recognized by the District.

Members of Orcas Island Fire & Rescue shall generally conduct district business through the established chain of command. Members shall consult with and report to their commanding officer/supervisor when making recommendations for changes, alterations or improvements concerning district matters. Members shall forward all reports and recommendations through the chain of command. The submission should include written comments from the member's immediate supervisor to indicate whether he/she approves of the recommendation. No memo or recommendation should be stopped in the chain of command before it reaches its intended destination/officer.

Other than the exceptions set forth below, no member of Orcas Island Fire & Rescue shall initiate contact with any member of the governing board or with any other local, regional, state or federal official regarding any matter affecting Orcas Island Fire & Rescue without having first informed the Fire Chief through the chain of command.

**200.6 DIRECTIVES AND ORDERS**

Members of Orcas Island Fire & Rescue shall make a good faith and reasonable effort to comply with lawful orders of superior officers. Refusal to comply with a lawful order may result in disciplinary action, up to and including termination.

**200.7 ALTERNATE CHANNELS OF COMMUNICATION**

All members shall endeavor to keep their supervisors informed of any matters that may affect the safety, welfare or operations of the District.

As a general matter, any concern about a workplace situation should first be raised with the member's immediate supervisor. It is recognized, however, that there may be occasions where the use of the normal chain of command may not be appropriate. If an issue is of a personal nature, involves a sensitive matter, is of significant importance to the District or involves other members or supervisors, the member may consult directly with the Duty Officer, the Fire Chief or a representative of the Administration Department.

All members are free to make or prepare to make, in good faith, any complaint that identifies ethical or legal violations, including fraud, waste, abuse of authority, gross mismanagement, violations of the law or practices that may pose a threat to health, safety and security without fear of actual or threatened discrimination, retaliation or reprisal. Such complaints may be made to any supervisor or directly to the Administration Department. Nothing in this policy shall diminish the rights or remedies of a member pursuant to any applicable federal law, provision of the U.S. Constitution, applicable law, ordinance or collective bargaining agreement.

Any form of reprisal or retaliation against any member for making or filing a complaint in good faith or for participating in the investigation of a complaint is prohibited. Any member engaging in any form or type of reprisal or retaliation is subject to discipline.

## 201 POLICY: District Directives

Approved: 2018-12-17  
Approval: BOFC

Reviewed: 2023-08-30  
Reviewer: BOFC & FC

Revised:  
Revision Approval:

Revision #

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### 201.1 PURPOSE AND SCOPE

The purpose of this policy is to establish a process to make immediate changes to district policy. District directives will immediately modify or change and supersede the sections of this manual to which they pertain.

### 201.2 POLICY

It is the policy of Orcas Island Fire & Rescue to make any immediate changes to policy and procedure in accordance with the current collective bargaining agreement and as permitted by (RCW 41.56). Generally the establishment of district directives is management's prerogative but employee participation may be sought in the development of those policies. It is the policy of the District to comply with any meet-and-confer requirements between labor groups and authorized district representatives.

### 201.3 RESPONSIBILITIES

The Fire Chief shall issue all district directives.

All district officers and/or supervisors shall be responsible for communicating district directives to all members under their command and/or direct supervision.

District directives will be rescinded upon incorporation into the manual.

All directives shall be reviewed periodically to authenticate or determine if they are currently applicable to the mission of the District.

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## 204 POLICY: Training Policy

Approved: 2018-12-17  
Approval: BOFC

Reviewed: 2023-08-30  
Reviewer: BOFC & FC

Revised:  
Revision Approval:

Revision #

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### 204.1 PURPOSE AND SCOPE

It is the policy of this district to administer a training program commensurate with the duties and functions that the District and its members will provide. By doing so, the District will ensure its members possess the knowledge and skills necessary to provide a professional level of service that meets the needs of the community and the safety of its members.

### 204.2 POLICY

The District shall provide initial training, education and periodic member development for all members, based on the operational level at which the District and its members are expected to perform, to avoid skills degradation (WAC 296-305-05502). Training is provided within the confines of funding, the requirements of a given assignment, staffing levels and legal mandates.

### 204.3 OBJECTIVES

The objectives of the training program are to:

- a. Comply with the mandated minimum training requirements contained in Washington law.
- b. Enhance the level of emergency services to the public.
- c. Increase the safety, technical expertise and overall effectiveness of district members.
- d. Provide for continued professional development of district members.
- e. Prevent the degradation of skills by establishing an ongoing proficiency cycle.

### 204.4 TRAINING PLAN

A training plan, including an ongoing proficiency cycle, will be developed and maintained by the training officer(s) (WAC 296-305-05502). It is the responsibility of the training officer(s) to maintain, review and update the training plan on an annual basis, ensuring that all mandated training is achieved. All training records will be maintained in accordance with established records retention schedules.

### 204.5 TRAINING NEEDS ASSESSMENT

The training officer(s) will conduct an annual training needs assessment. The needs assessment will be reviewed by executive staff. Upon approval by the Fire Chief, the needs assessment will form the basis of the training plan for the following year.

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## 206 SOG: Post-Incident Analysis (PIA)

Approved: 2018-12-17  
Approval: BOFC

Reviewed: 2023-08-30  
Reviewer: BOFC & FC

Revised:  
Revision Approval:

Revision #

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### 206.1 PURPOSE AND SCOPE

The purpose of this SOG is to establish a uniform Post-Incident Analysis (PIA) to identify strengths and weakness within the District. This SOG describes the various types of PIA that can be used in the evaluation of district 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.

### 206.2 GUIDELINES

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

The PIA may additionally be utilized in district wide training to communicate continuous improvement of emergency scene operations.

If an incident involves a situation where members may become involved in or be exposed to an experience that has the potential to cause various forms of short- or long-term emotional trauma, then the addition of a CISD should be scheduled. See POLICY 322.

#### 206.2.1 Responsibilities

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

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

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

### 206.3 POST-INCIDENT ANALYSIS

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 District to serve the community.

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, EMS services, and anything else that assisted in mitigating the incident.

A PIA may include the following:

- a. Evaluation of the overall operational effectiveness
- b. Evaluation of safety procedures
- c. Evaluation of the success or failure of tactical objectives
- d. Evaluation of the application and effectiveness of policies and/or procedures
- e. Specific knowledge that might be beneficial

The information gained from a PIA should be used by company officers and staff teams to:

- a. Reinforce the incident management system.
- b. Evaluate current training programs and/or identify training needs.
- c. Evaluate current policies and procedures.
- d. Identify and prioritize planning needs for the future.
- e. Identify equipment problems/concerns.
- f. Evaluate fire prevention inspection and public education effectiveness.

## **206.4 TYPES OF POST-INCIDENT ANALYSIS**

### **206.4.1 Hot Wash**

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 Incident Commander 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 Incident Commander to:

- a. Meet in a safe area, even if it requires relocating to another area.
- b. Consider the impact of company downtime.
- c. Consider public perception.

### **206.4.2 Informal PIA**

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

### **206.4.3 Company Level PIA**

Company level PIA is highly encouraged and should be a standard communication tool for all company officers. 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.

#### **206.4.4 Formal PIA**

A formal PIA should be conducted following all:

- a. Multiple alarm structure fires
- b. Multiple alarm brush fires
- c. Multiple alarm Emergency Medical Service (EMS) incidents
- d. Multiple alarm special operations incidents
- e. Major disaster drills
- f. Any unusual incident identified by the Incident Commander or other staff officers

A formal PIA should be considered for:

- a. A building fire in which three or more rooms are severely damaged by fire, or where unusual extinguishment problems existed.
- b. Any incident in which an unusual event occurs, (e.g., explosion, collapse).
- c. Any fire resulting in a fatality.
- d. Any fire resulting in injury to firefighters that is serious enough to require transport to a medical facility.
- e. Any "close call" incident where firefighters could have been injured.
- f. Any hazardous materials incident with multi-company involvement.
- g. Specialty rescue operations with multi-company involvement.
- h. Any incident, at the Incident Commander's discretion or at the direction of a senior officer.

The Battalion Chief who was on-duty during the incident or a designee is responsible for scheduling and facilitating the presentation of all formal incident analyses. This will include:

- a. Setting a presentation date and location within three days (whenever possible) of the incident.
- b. Supervising the completion of an incident analysis packet that should include a summary of the incident, drawings and identification of any lessons learned.
- c. Coordinating/ scheduling with other departments or outside agencies that worked the incident.

The Battalion Chief or designee 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.

A copy of the formal PIA should be posted at the fire station for all personnel to review.

A copy of all PIAs shall be forwarded to the Fire Chief, in addition to any determinations or conclusions reached through the PIA presentations.

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## 208 POLICY: Electronic Mail

Approved: 2018-12-17  
Approval: BOFC

Reviewed: 2023-08-30  
Reviewer: BOFC & FC

Revised:  
Revision Approval:

Revision #

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### 208.1 PURPOSE AND SCOPE

The purpose of this policy is to establish guidelines for the proper use and application of the electronic mail (email) system provided by the District. Email is a communication tool available to members to enhance efficiency in the performance of job duties and is to be used in accordance with generally accepted business practices and current law (RCW 19.190.020).

Messages transmitted over the email system must only be those that involve official business activities or contain information essential to members for the accomplishment of tasks and/or communication directly related to the business, administration or practices of the District.

### 208.2 POLICY

Orcas Island Fire & Rescue members shall use email in a professional manner in accordance with this policy and Washington law.

### 208.3 PRIVACY EXPECTATION

Members forfeit any expectation of privacy with regard to emails or anything published, shared, transmitted or maintained through file-sharing software or any Internet site that is accessed, transmitted, received or reviewed on any district technology system.

The District reserves the right to access, audit and disclose, for whatever reason, any message, including attachments, and any information accessed, transmitted, received or reviewed over any technology that is issued or maintained by the District, including the district email system, computer network or any information placed into storage on any district system or device. This includes records of all keystrokes or Web-browsing history made at any district computer or over any district network. The fact that access to a database, service or website requires a username or password will not create an expectation of privacy if it is accessed through district computers, electronic devices or networks.

### 208.4 RESTRICTED USE

Messages transmitted over the email system are restricted to official business activities, or shall only contain information that is essential for the accomplishment of business-related tasks or for communications that are directly related to the business, administration or practices of the District.

Sending derogatory, defamatory, obscene, disrespectful, sexually suggestive, harassing or any other inappropriate messages, photographs, videos, or voice messages via the email system or department owned mobile device is prohibited and may result in discipline.



Email messages addressed to the entire district are only to be used for official business-related items that are of particular interest to all users. In the event that a member has questions about sending a particular email communication, the member should seek prior approval from his/her supervisor.

It is a violation of this policy to transmit a message under another member's name or email address or to use the password of another to log into the system unless directed to do so by a supervisor. Members are required to log off the network or secure the workstation when the computer is unattended. This added security measure will minimize the potential misuse of a member's email, name or password.

#### **208.5 EMAIL RECORD MANAGEMENT**

Email may, depending upon the individual content, be a public record under Washington Public Records Act and must be managed in accordance with the established records retention schedule and in compliance with state law.

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## 210 POLICY: Solicitation of Funds

Approved: 2018-12-17  
Approval: BOFC

Reviewed: 2023-08-30  
Reviewer: BOFC & FC

Revised:  
Revision Approval:

Revision #

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### 210.1 PURPOSE AND SCOPE

The purpose of this policy is to ensure that fundraising activities associated with the District are consistent with its mission, values and legal status. This policy applies to all fundraising activities involving the District or the use of the district name, insignias, equipment or facilities.

#### 210.1.1 Definitions

Definitions related to this policy include:

Fundraising: The collection of money through donations, sales or event programming for the purpose of charitable donation or organizational budget enhancement.

### 210.2 POLICY

It shall be the policy of this district that all fundraising activities involving staff, on-duty members, OIFR volunteers or use of district equipment, and that provide financial benefit to the District, must be authorized by the Fire Chief or the authorized designee prior to initiating solicitations.

Authorized fundraising activities should not indicate or imply that a donation will influence services provided by the District. Members engaged in fundraising activities are expected to act ethically regarding the solicitation of funds, the interaction with donors or potential donors and the maintenance of fundraising records.

Members are prohibited from soliciting any goods or services from local businesses, groups or individuals for the purpose of providing incentives, prizes or give-aways to attendees of district sponsored or hosted events, or to events when members attend as representatives of the District.

### 210.3 PROCEDURES

Fundraising activities or events involving the District should incorporate the following elements:

- a. Compliance with applicable federal, state and local laws and regulations
- b. Compliance with district and governing-body policies
- c. A benefit to the District that is consistent with the district mission
- d. An accurate description of the purpose for which funds are requested.
- e. A limitation on the frequency of solicitations to avoid placing undue pressure on donors
- f. Identification of the individual soliciting funds as a volunteer, a member of this district or a hired solicitor
- g. An admonishment that encourages donors to seek independent advice if there is reason to believe that a proposed gift might significantly affect the donor's financial position, taxable income or relationship with other family members.

- h. The assurance that donor requests to limit the frequency of contacts, to prohibit solicitation by telephone or other technology and to reduce or cease sending printed or electronically transmitted material concerning the District will be honored
- i. Respect of donors' privacy and a commitment that the District will not sell or otherwise make available donors' names and contact information

Commercial or corporate sponsorship of fundraising activities or events may be allowed provided that it has been preapproved by the Fire Chief or the authorized designee.

#### **210.4 DISTRICT-SPONSORED EVENTS**

The following also apply to district-sponsored fundraising events:

- a. Fundraising events should be clearly identified by a sign indicating the name, product, service, price and purpose of the event.
- b. At least one member should be present during the entire event.
- c. Individuals participating in the event should be briefed and supervised to ensure their activities are consistent with this policy.
- d. Individuals participating in the event should not be compensated by a commission or a percentage of the amount collected.
- e. Funds raised should be deposited no later than the next business day.
- f. If requested, donors shall receive a receipt for the amount of their donation.
- g. Fundraising activities should not delay emergency response or otherwise compromise the mission of the organization.
- h. Fundraising that takes place on public-owned or private property will be done with the knowledge and approval of the property custodian or owner.
- i. Fundraising that occurs on public ways or near roadways will be coordinated with the responsible law enforcement agency for the protection of pedestrians, motorists and event participants. Proper safety apparel shall be worn when in roadways or traffic areas.

#### **210.5 FUNDRAISING ON BEHALF OF OTHERS**

Fundraising for the benefit of a non-profit charitable third party (e.g., blood drive, burn victims, surviving families) having no direct affiliation with the District is permissible provided that the fundraising standards and event prerequisites listed above are followed.

Any materials associated with a third-party fundraising activity shall be approved by the Fire Chief or the authorized designee prior to the activity. In addition, there should be a written agreement between the District and the organizers of the activity that includes:

- a. Written proof that the event is for a charitable purpose.
- b. Assignment of responsibility to the organizers for all direct costs incurred for the event.
- c. Assignment of responsibility to the organizers for the collection and reporting of any applicable taxes.

- d. Written instructions regarding the maintenance of funds raised on behalf of others. The funds shall be maintained in a separate fund and not commingled with other district funds.

The District reserves the right to require additional conditions including, but not limited to, evidence of insurance coverage or appropriate indemnification.

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## 211 POLICY: Allowable Food and Beverage Expenses

Approved: 2023-09-18  
Approval: BOFC

Reviewed:  
Reviewer:

Revised:  
Revision Approval:

Revision #

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### 211.1 PURPOSE AND SCOPE

In purchasing food and beverage, per diem rates should be kept in mind.

### 211.2 POLICY

The District may expend reasonable funds for food and beverages at District sponsored public meetings to encourage attendance and interaction.

### 211.3 DISTRICT SPONSORED PUBLIC MEETINGS/EVENTS

This includes, but is not limited to, Board of Fire Commissioner meetings, and training and educational sessions open to the public.

### 211.4 CEREMONIES/CELEBRATORY EVENTS

#### 211.4.1 Employee Appreciation

Food and beverages may be served at employee appreciation celebrations (i.e., employee picnic and retirement celebrations which recognize an employee's years of service) held during normal office hours, or at a San Juan County Fire Protection District #2 fire station.

#### 211.4.2 Volunteer Recognition

Food and beverages may be served at volunteer recognition events including, but not limited to, annual events honoring the contribution of volunteers.

### 211.5 TRAINING SESSIONS AND STAFF MEETINGS

- a. Food and beverages may be provided at staff meetings and training sessions of 3 hours or more.
- b. Food and beverages of minimal value may be provided to volunteers during work or training sessions.
- c. Food and beverages may be provided during interviews with candidates for District positions.

### 211.6 COUNCIL AND STAFF RETREATS

Food and beverages may be provided at staff and volunteer retreats and should be budgeted for a provided as part of the retreat budget.

### 211.7 WORKPLACE

Beverages of minimal value may be provided to District volunteers and employees at the worksite.

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## 212 POLICY: Procurement Plan and Code of Conduct

Approved: 2022-06-20  
Approval: BOFC

Reviewed: 2023-08-25  
Reviewer: BOFC, FC & FM

Revised: 2023-09-18  
Revision Approval: BOFC

Revision # 1

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### 212.1 PURPOSE AND SCOPE

The Orcas Island Fire & Rescue recognizes the importance of:

- a. maximizing the use of resources;
- b. the need for sound business practices in spending public money;
- c. the requirement of complying with state and federal laws governing purchasing;
- d. the importance of standardized purchasing regulations; and
- e. the need for clear documentation.

### 212.2 PROCUREMENT USING FEDERAL FUNDS

#### 212.2.1 Goods and Services

When federal funds are used for the procurement of goods (furniture, supplies, equipment), or services:

- a. Informal Procurement - Micro Purchases of \$40,000.00 or less do not require a Formal Competitive Bid. However, OIFR must consider price to be reasonable, and, to the extent practical. Documentation will be maintained on how price is considered reasonable. [2 CFR 200.320(a)(1)]
- b. Informal Procurement - Small Purchases between \$40,000.00 and \$75,000.00 must be procured using price or rate quotations from three or more qualified sources. [2 CFR 200.320(a)(2)]
- c. Formal Procurement – Formal Purchases of \$75,000.00 or more must be publicly solicited using sealed bids or requests for proposals. [2 CFR 200.320(b)]
  1. Steps will be taken to assure that minority businesses, women’s business enterprises and labor surplus firms are used when possible. [2 CFR 200.321]
  2. Geographic preference may not be used. – Sending wording to included here
  3. Perform a cost or price analysis in connection with every procurement action in excess of the Simplified Acquisition Threshold including contract modifications. This includes making independent estimates before receiving bids or proposals. [2 CFR 200.324(a)]

#### 212.2.2 Noncompetitive Procurement

Noncompetitive procurement may only be used when one of the following five circumstances applies [2 CFR 200.320(c)]:

- a. The item is only available from a single source (aka Sole Source);
- b. The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation;

- c. The awarding agency (e.g., OSPI) authorizes a noncompetitive proposal in response to a written request from Orcas Island Fire & Rescue; or
- d. After solicitation of a number of sources, competition is determined inadequate.
- e. Acquiring property or services that do not exceed the micro purchase threshold.

The sponsor OIFR must maintain documentation supporting the applicable circumstance for noncompetitive proposals.

### **212.2.3 Suspension and Debarment**

Before entering into federally funded vendor contracts for goods and services and any subcontract award, OIFR will ensure the vendor is not suspended or debarred from participating in federal assistance programs by checking the SAM.gov Website, documenting the results having one other administrator review. [2 CFR 200.214]

### **212.2.4 Code of Conduct/Conflict of Interest**

No employee, officer or agent may participate in the selection, award or administration of a contract supported by federal funds if he or she has a real or apparent conflict of interest. Such a conflict would arise when the employee, officer or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein has a financial or other interest in or a tangible personal benefit from a firm considered for a contract.

No employee, officer or agent of the OIFR may solicit or accept gratuities, favors or anything of monetary value from contractors or parties to subcontracts. Violation of these standards may result in disciplinary action including, but not limited to, suspension, dismissal, or removal. [2 CFR 200.318(c)(1)]

## **212.3 PROCEDURES – FORMAL SEALED BIDS**

Orcas Island Fire and Rescue will establish bidding and contract awarding procedures consistent with state and federal law.

The following procedures will be in effect for purchasing through the bidding process:

- a. Formal bids will be opened and read in public on the date and in the place named in the notice and after being opened shall be filed for public inspection, and any interested member of the public may attend the bid opening. It will be the bidder's sole responsibility to see that his/her bid is delivered to the OIFR prior to the time set for opening of bids. Any bid received after the time set for opening the bids will be returned to the bidder unopened and will receive no consideration by the OIFR;
- b. Formal bid tabulations may be presented to the OIFR for study purposes;
- c. Formal bid awards will be made by the OIFR.
- d. Brand names and manufacturers' catalog numbers used in specifications are for the purpose of identification and to establish a standard of quality. Bids on equal items may be considered providing the bidder specifies brand and model and furnishes descriptive literature. The acceptance of alternative "equal" items will be conditioned on the OIFR inspection and testing after receipt. If not found to be equal, the items will be returned at the seller's expense and the contract canceled.

- e. The OIFR will reserve the right to reject any or all bids, waive any formalities and/or irregularities and cancel the solicitation, if a reason exists.
- f. Contracts will be awarded to the responsive and responsible vendors who possess the ability to perform successfully under the terms and conditions of the proposed procurement.

#### **212.4 PROCEDURES – FORMAL REQUEST FOR PROPOSALS**

The following procedures will be in effect for purchasing through the proposal process:

- a. Requests for proposals will be evaluated based on price and other factors considered. Evaluation factors will be included in the solicitation, with price being the primary factor.
- b. Proposal tabulations may be presented to the OIFR for study purposes.
- c. Formal proposal awards will be made by the OIFR.
- d. Brand names and manufacturers' catalog numbers used in specifications are for the purpose of identification and to establish a standard of quality. Proposals on equal items may be considered providing the proposer specifies brand and model and furnishes descriptive literature. The acceptance of alternative "equal" items will be conditioned on the OIFR inspection and testing after receipt. If not found to be equal, the items will be returned at the seller's expense and the contract canceled.
- e. The OIFR will reserve the right to reject any or all proposals, waive any formalities and/or irregularities and cancel the solicitation, if a reason exists.
- f. Contracts will be awarded to the responsive and responsible vendors who possess the ability to perform successfully under the terms and conditions of the proposed procurement.

#### **212.5 LEGAL REFERENCES**

[CFR 200.318](#) and [7 CFR 226.22](#)



## **Chapter 3: Personnel**

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## 303 POLICY: Performance Evaluations

Approved: 2018-12-17  
Approval: BOFC

Reviewed: 2023-08-30  
Reviewer: BOFC & FC

Revised:  
Revision Approval:

Revision #

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### 303.1 PURPOSE AND SCOPE

The objective of the evaluation system is to record work performance for both the District and the employee, giving recognition for good work and providing a guide for improvement where needed. The employee performance evaluation report is a gauge in measuring performance and is used for making personnel decisions relating to merit increase, promotion, reassignment, discipline, demotion and termination. The report also provides a guide for mutual work planning and review and an opportunity to convert general impressions into a more objective history of work performance based on job standards.

### 303.2 POLICY

Employee performance evaluations will be undertaken based on job-related factors specific to the position occupied by the employee without regard to race, sexual orientation, age, pregnancy, religion, creed, color, national origin, ancestry, physical or mental disability, marital status or gender.

### 303.3 PROCEDURE

Within one year of appointment to a supervisory position, all supervisors should attend an approved supervisory course that includes training on the completion of performance evaluations.

Each evaluation will cover a specific time period and should be based on the employee's performance during that period. At the beginning of the rating period, each supervisor should discuss the tasks of the position, standards of performance expected and the evaluation rating criteria with each employee. When a non-probationary employee's job performance falls below the established standards of the job, the supervisor should, as soon as practicable but at least 90 days prior to the end of the annual evaluation period, advise the employee in writing in order to provide an opportunity for the employee to improve performance. The involved employee should be provided the opportunity to initial any such writing and respond in writing within 30 days, if desired. Failure to meet established performance standards is justification for an unsatisfactory rating. Rating factors that are not observed are assumed to be performed at a standard level.

The performance evaluation report will be completed by the employee's immediate supervisor. Other supervisors directly familiar with the employee's performance during the rating period should be consulted by the immediate supervisor for their input.

### 303.4 FULL-TIME PROBATIONARY EMPLOYEES

All personnel will serve a 12-month probationary period before being eligible for certification as permanent employees. Probationary firefighters shall be evaluated daily, weekly and monthly during the probationary period.

Performance evaluation reports shall be completed as defined by the Administration Department by specific job classification for all other full-time personnel during the probationary period.

### **303.5 FULL-TIME PERMANENT STATUS EMPLOYEES**

Permanent employees are subject to three types of performance evaluations:

**Regular:** A performance evaluation report shall be completed once each year by the employee's immediate supervisor on the anniversary of the employee's date of hire, except for employees who have been promoted. In the case of promotion, a performance evaluation report shall be completed on the anniversary of the employee's date of last promotion.

**Transfer:** If an employee is transferred from one assignment to another in the middle of an evaluation period and less than six months have transpired since the transfer, an evaluation shall be completed by the current supervisor with input from the previous supervisor.

**Special:** A special evaluation may be completed any time the rater and the rater's supervisor believe one is necessary due to employee performance deficiencies. Generally, the special evaluation will be used to document areas of performance deemed less than standard when follow up action is planned (e.g., action plan, remedial training, retraining). The evaluation form and associated documentation shall be submitted as one package.

#### **303.5.1 Ratings**

The following are recommended rating descriptions but other terms may be used by the supervisor as long as a definition is provided to clarify the intent of the alternative description.

**Outstanding:** Performance that is well beyond that expected or required in the standards for the position. It is exceptional performance, definitely superior or extraordinary.

**Exceeds standards:** Performance that is better than expected of a fully competent employee. It is superior to what is expected or required by the standards for the position but is not of such rare nature to warrant outstanding.

**Meets standards:** Performance expected of a fully competent employee and meets the standards required of the position.

**Needs improvement:** Performance that is less than that expected of a fully competent employee and less than the standards required of the position. A needs improvement rating should be thoroughly discussed with the employee and include a structured plan intended to improve performance, with short interval interim evaluations.

**Unsatisfactory:** Performance that is inadequate or undesirable, intolerable and inferior to the standards required of the position.

Written comments should be used by the rater to document the employee's strengths, weaknesses and make any suggestions for improvement. Any job dimension rating marked unsatisfactory or outstanding should be substantiated in the rater comments section.

### **303.6 EVALUATION INTERVIEW**

When a supervisor has completed the preliminary evaluation arrangements shall be made for a private discussion of the evaluation with the employee. The supervisor should discuss the results with the employee and answer any questions the employee may have. If the employee has valid and reasonable protests of any of the ratings, the supervisor may make appropriate changes to the evaluation. Areas needing improvement and goals for reaching the expected level of performance should be identified and discussed. The supervisor should also provide relevant counseling regarding advancement and training opportunities. The supervisor and employee will sign and date the evaluation.

Permanent employees may also write comments in the employee comments section of the performance evaluation report.

#### **303.6.1 Discriminatory Harassment Form**

At the time of the annual evaluation, the reviewing supervisor shall require the employee to read the Fire District #2 harassment and discrimination policies. Following such a review, the supervisor shall provide the employee a form to be completed and returned by the employee, certifying:

- a. That the employee understands the harassment and discrimination policies.
- b. Whether any questions the employee has have been sufficiently addressed.
- c. That the employee knows how and where to report harassment policy violations.
- d. Whether the employee has been the subject of, or witness to, any conduct that violates the discrimination or harassment policy and that has not been previously reported.

The completed form should be returned to the supervisor (or other authorized individual if the employee is uncomfortable returning the form to the presenting supervisor) within one week.

The employee's completed form shall be attached to the performance evaluation report. If the employee has expressed any questions or concerns, the receiving supervisor or other authorized individual shall ensure that appropriate follow-up action is taken.

### **303.7 EVALUATION REVIEW**

After the supervisor finishes the discussion with the employee, the signed performance evaluation report should be forwarded to the rater's supervisor for review.

The second-level supervisor should review the evaluation for fairness, impartiality, uniformity, and consistency, and evaluate the first level supervisor on the quality of the ratings provided to employee.

### **303.8 RECORDS MANAGEMENT**

The original performance evaluation report should be maintained in the employee's personnel file for the tenure of the employee's employment. A copy should be provided to the employee and a copy should be forwarded to the Administration Department.

Performance evaluation reports will be permanently destroyed in accordance with established records retention schedules.

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## 309 POLICY: Reporting for Duty

Approved: 2018-12-17  
Approval: BOFC

Reviewed: 2023-08-30  
Reviewer: BOFC & FC

Revised:  
Revision Approval:

Revision #

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### 309.1 PURPOSE AND SCOPE

This policy describes the district's expectations of its employees when reporting for duty, to ensure that all members are fully capable of functioning in their capacity.

### 309.2 POLICY

It is the policy of this district to maintain sufficient staffing levels to provide efficient and quality services to the community and to provide for the safety of its members. Sufficient staffing levels occurs by means of career staff and volunteer member activity.

### 309.3 PUNCTUALITY

All members should be punctual and be ready to immediately perform their duties at the assigned time. Career shift personnel are required to be in uniform and on the floor by the start of their shift (08:00).

It is the member's responsibility to contact his/her station and/or immediate supervisor before the start of the duty shift if the member is not going to arrive in time to relieve the previous shift on time.

### 309.4 RELIEF

Career operations staff are required to remain on-duty until relieved. Upon entering the station, it is the member's responsibility to contact the member being relieved and receive a briefing.

Company officers shall remain on-duty until change-of-crew unless they are relieved or otherwise directed by a Battalion Chief. Company officers may not be absent from their place of assignment without the specific permission of a Battalion Chief. Battalion Chiefs may not be absent from their place of assignment without the specific permission of the Fire Chief.

### 309.5 READINESS FOR DUTY

Upon reporting for duty, all members should prepare themselves and their gear to be immediately available to respond to calls for service. This should include, but not be limited to, placing personal protective equipment on the member's assigned apparatus and donning the appropriate uniform.

**309.6 PERSONAL APPEARANCE**

All members and staff should be properly attired at all times when representing the District. Each member should wear the appropriate uniform or protective equipment that has been approved for the activity being performed. Administrative staff will either be in uniform or approved business attire. Career operations staff will be in uniform during the shift working hours and rest or “down time”. All department members should wear appropriate clothing while utilizing the upstairs living quarters, bathrooms and bunkrooms at the station. Uniform items shall be readily available during these periods so to not delay response.

**309.7 CLEANLINESS**

All members should keep their persons, uniforms, desks, beds and lockers in a neat and clean condition. If a persistent problem is noticed, the member should be notified immediately.

**309.8 INABILITY TO REPORT FOR DUTY**

Members should notify their company officer at his/her duty assignment location as soon as practicable of any inability to report for duty at the time required. If members are unable to make contact with the company officer at the duty station, members should notify the duty Battalion Chief.

**309.9 EMERGENCY RECALL**

Upon receipt of an emergency recall, without delay, members should secure and/or stabilize their home and family, and report for duty at the appropriate work location. Members shall recognize the potential for emergency recall and take measures in advance to properly prepare their families. Except when otherwise instructed, members should travel as safely as possible to their normal work assignment once they have received the notice of recall. Members shall not leave their duty assignments until properly relieved. Members shall follow the procedures detailed in the Emergency Recall Policy.

**309.10 RELIEVED FROM DUTY FOR VIOLATIONS**

Any company officer may relieve a member under his/her command from duty, when in the company officer’s judgment an alleged offense committed is sufficiently serious to warrant immediate action. A report of such action shall be immediately made to the appropriate Battalion Chief, followed by written charges and documentation in accordance with district procedures.

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## 310 POLICY: Emergency Recall

Approved: 2018-12-17  
Approval: BOFC

Reviewed: 2023-08-30  
Reviewer: BOFC & FC

Revised:  
Revision Approval:

Revision #

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### 310.1 PURPOSE AND SCOPE

The purpose of this policy is to establish the right of Orcas Island Fire & Rescue to recall off-duty employees and volunteers in the event of a large-scale or protracted emergency, natural disaster or other unusual situation that depletes on-duty resources. The policy also establishes the procedures to be used to recall off-duty employees and volunteers, in accordance with state and federal laws and collective bargaining agreements.

#### 310.1.1 Definitions

Definitions related to this policy include:

Automatic aid: Apparatus and emergency responders who are dispatched automatically by contractual agreement between two fire departments, communities or fire districts.

Mutual aid: Apparatus and emergency responders who are dispatched, upon request, by the responding fire department. Mutual aid is defined by a signed contractual agreement between Orcas Island Fire & Rescue and neighboring jurisdictions.

### 310.2 POLICY

It is the policy of Orcas Island Fire & Rescue to provide sufficient resources at the scene of an emergency to reasonably provide for the safety of the employee's working at the scene, and to ensure adequate resources are available for additional emergency calls (NFPA 1710-8). In some instances, this may require the emergency recall of employee's.

### 310.3 PROCEDURES

The Fire Chief, or any other Chief Officer or Battalion Chief may initiate an emergency recall by providing Dispatch or other designated resource with brief information regarding the emergency, where members are to report for duty and the name or names of personnel required.

#### 310.3.1 Triggering Incidents

The types of incidents that may require the initiation of an emergency recall include, but are not limited to:

- a. One major incident affecting a localized or widespread area
- b. Two or more incidents causing a high demand for resources at different locations
- c. Numerous incidents causing a peak demand on the entire resource system
- d. Any time designated by the Fire Chief or the authorized designee

### **310.3.2 Comcenter Responsibilities**

The Fire Chief or the authorized designee should be responsible for developing and implementing an emergency recall procedure that complies with state and federal laws and collective bargaining agreements. Dispatch or the other designated resource should follow the establish procedure when implementing an emergency recall.

### **310.3.3 Employee Responsibilities**

After receiving an emergency recall notification employees should reply within 20 minutes with their status and estimated time of arrival, and, if applicable, report for duty with their personal protective equipment. Volunteers should follow existing response guidelines to their stations or a staging area, limiting radio traffic and phone calls to emergency communications applicable to the incident.

### **310.3.4 Exceptions**

Employees may not refuse an emergency recall notice. Volunteers who refuse an emergency recall notice will be evaluated at a later date by their immediate supervisor and the Fire Chief or his/her designee. Employees and volunteers who receive an emergency recall notification and are under the influence of any impairment, such as medications or alcohol, should advise the caller of the impairment and should not report for duty.

## **310.4 OTHER RESOURCES**

If sufficient resources cannot be assembled by an emergency recall, the District may consider other options such as:

- a. Automatic aid
- b. Mutual aid
- c. Additional Chief officers



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## 316 POLICY: Personal Projects On-Duty

Approved: 2018-12-17  
Approval: BOFC

Reviewed: 2023-08-30  
Reviewer: BOFC & FC

Revised:  
Revision Approval:

Revision #

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### 316.1 PURPOSE AND SCOPE

The purpose of this policy is to establish the specific conditions in which privileges may be granted to conduct some personal projects while on-duty.

### 316.2 POLICY

It is the policy of Orcas Island Fire & Rescue to consider granting privileges to members to conduct personal projects while on-duty in some circumstances. Members assigned to a fire station may experience downtime during their shift and have an opportunity to engage in some personal projects. When this opportunity arises, permission may be granted, subject to the following conditions:

- a. Personal projects shall not interfere with emergency response demands.
- b. Personal projects shall not interfere with other assigned station duties.
- c. At their discretion, the Fire Chief, Battalion Chief, or shift officer may deny or revoke permission for a personal project while on-duty.
- d. District equipment or resources shall not be used for personal projects.
- e. Office supplies and office equipment (e.g., copiers, fax machines) shall not be used for personal projects.
- f. All district policies must be followed while engaged in the personal project.

### 316.3 PROHIBITED PERSONAL PROJECTS

For the purposes of this policy, the following personal projects are prohibited:

- a. Any project for which someone other than the District is compensating the member.
- b. Any project that has no association to the District and/or the fire service.
- c. Any project that has no personal, career-related or promotional value.
- d. Any project that has the potential to cause injury or illness to anyone, or the potential to create risk or liability for the District.

The acceptable or prohibited nature of a project may vary for employees and volunteers. If a project is questionable in nature, consult with the Battalion Chief or shift officer prior to engaging in the project. The Fire Chief may review the scope of a project at any time and provide direction as to the acceptable or prohibited nature of the project.

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## 317 POLICY: Discriminatory Harassment

Approved: 2018-12-17  
Approval: BOFC

Reviewed: 2023-08-30  
Reviewer: BOFC & FC

Revised:  
Revision Approval:

Revision #

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### 317.1 PURPOSE AND SCOPE

This policy is intended to prevent district members from being subjected to discrimination or sexual harassment. Nothing in this policy is intended to create a legal or employment right or duty that is not created by law.

### 317.2 POLICY

Orcas Island Fire & Rescue is an equal opportunity employer and is committed to creating and maintaining a work environment that is free of all forms of discriminatory harassment, including sexual harassment and retaliation. The District will not tolerate discrimination against members in hiring, promotion, discharge, compensation, fringe benefits and other privileges of employment. The District will take preventive and corrective action to address any behavior that violates this policy or the rights it is designed to protect.

The non-discrimination policies of the District may be more comprehensive than state or federal law. Conduct that violates this policy may not violate state or federal law but still could subject a member to discipline.

### 317.3 DISCRIMINATION PROHIBITED

Orcas Island Fire & Rescue is committed to creating and maintaining a work environment that is free of all forms of discrimination, harassment and retaliation, including sexual harassment.

#### 317.3.1 Discrimination

The District prohibits all forms of discrimination, including any employment-related action by a member that adversely affects an applicant or member and is based on race, color, religion, sex, age, national origin or ancestry, genetic information, disability, military service, sexual orientation and other classifications protected by law.

Discriminatory harassment, including sexual harassment, is verbal or physical conduct that demeans or shows hostility or aversion toward an individual based upon that individual's protected class. It has the effect of interfering with an individual's work performance or creating a hostile or abusive work environment.

Conduct that may, under certain circumstances, constitute discriminatory harassment, can include making derogatory comments, crude and offensive statements or remarks, making slurs or off-color jokes, stereotyping, engaging in threatening acts, making indecent gestures, pictures, cartoons, posters or material, making inappropriate physical contact, or using written material or department equipment and/or systems to transmit or receive offensive material, statements or pictures. Such conduct is contrary to district policy and to the district's commitment to a discrimination-free work environment.

### **317.3.2 Retaliation**

Retaliation is treating a person or applicant differently or engaging in acts of reprisal or intimidation against the person because he/she has engaged in protected activity, filed a charge of discrimination, participated in an investigation or opposed a discriminatory practice. Retaliation will not be tolerated.

### **317.3.3 Sexual Harassment**

The District prohibits all forms of discrimination and discriminatory harassment, including sexual harassment. It is unlawful to harass an applicant or a member because of that person's sex.

Sexual harassment includes, but is not limited to, unwelcome sexual advances, requests for sexual favors or other verbal, visual or physical conduct of a sexual nature when:

- a. Submission to such conduct is made either explicitly or implicitly a term or condition of employment position or compensation.
- b. Submission to, or rejection of, such conduct is used as the basis for employment decisions affecting the member.
- c. Such conduct has the purpose or effect of substantially interfering with a member's work performance or creating an intimidating, hostile, or offensive work environment

### **317.3.4 Additional Considerations**

Discrimination and discriminatory harassment do not include actions that are in accordance with established rules, principles or standards, including:

- a. Acts or omission of acts based solely upon bona fide occupational qualifications under the Equal Employment Opportunity Commission (EEOC) and the Washington State Human Rights Commission.
- b. Bona fide requests or demands by a supervisor that a member improve his/her work quality or output, that the member report to the job site on time, that the member comply with Fire District #2 or department rules or regulations, or any other appropriate work-related communication between supervisor and member.

## **317.4 RESPONSIBILITIES**

This policy applies to all district members. All members shall follow the intent of these guidelines in a manner that reflects district policy and the best interest of Orcas Island Fire & Rescue and its mission.

Members are encouraged to promptly report any discriminatory, retaliatory or harassing conduct or known violations of this policy to a supervisor. Any member who is not comfortable with reporting violations of this policy to his/her immediate supervisor may bypass the chain of command and make the report to a higher ranking supervisor or manager. Complaints may also be filed with the Fire Chief, Administrative Assistant – Human Resources, or the Board of Fire Commissioners. Any member who believes, in good faith, that he/she has been discriminated against, harassed, subjected to retaliation, or who has observed harassment or discrimination, is encouraged to promptly report such conduct in accordance with the procedures set forth in this policy.

Supervisors and managers receiving information regarding alleged violations of this policy shall determine if there is any basis for the allegation and shall proceed with resolution as stated below.

#### **317.4.1 Supervisor Responsibility**

Each supervisor and manager shall:

- a. Continually monitor the work environment and strive to ensure that it is free from all types of unlawful discrimination, including harassment or retaliation.
- b. Take prompt, appropriate action within their work units to avoid and minimize the incidence of any form of discrimination, harassment or retaliation.
- c. Ensure their subordinates understand their responsibilities under this policy.
- d. Ensure that members who make complaints or who oppose any unlawful employment practices are protected from retaliation and that such matters are kept confidential to the extent possible.
- e. Notify the Fire Chief in writing of the circumstances surrounding any reported allegations or observed acts of discrimination/harassment no later than the next business day.

#### **317.4.2 Supervisor's Role**

Because of differences in individual values, supervisors and managers may find it difficult to recognize that their behavior or the behavior of others is discriminatory, harassing or retaliatory. Supervisors and managers shall be aware of the following considerations:

- a. Behavior of supervisors and managers should represent the values of the District.
- b. False or mistaken accusations of discrimination, harassment or retaliation have negative effects on the careers of innocent members.
- c. Supervisors and managers must act promptly and responsibly in the resolution of such situations.
- d. Supervisors and managers shall make a timely determination regarding the substance of any allegation based upon all available facts.

Nothing in this section shall be construed to prevent supervisors or managers from discharging supervisory or management responsibilities, such as determining duty assignments, evaluating or counseling members or issuing discipline, in a manner that is consistent with established procedures.

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**317.5 INVESTIGATION OF COMPLAINTS**

Various methods of resolution exist. During the pendency of any such investigation, the supervisor of the involved members should take prompt and reasonable steps to mitigate or eliminate any continuing abusive or hostile work environment. It is the policy of Orcas Island Fire & Rescue that all complaints of discrimination or harassment shall be fully documented, and promptly and thoroughly investigated. The participating or opposing member should be protected against retaliation, and the complaint and related investigation should be kept confidential to the extent possible.

**317.5.1 Supervisory Resolution**

Members who believe they are experiencing discrimination, harassment or retaliation should be encouraged to inform the individual that his/her behavior is unwelcome, offensive, unprofessional or highly inappropriate. However, if the member feels uncomfortable, threatened or has difficulty expressing his/her concern, or if this does not resolve the concern, assistance should be sought from a supervisor or manager who is a rank higher than the alleged transgressor.

**317.5.2 Formal Investigation**

If the complaint cannot be satisfactorily resolved through the supervisory resolution process, a formal investigation will be conducted.

The person assigned to investigate the complaint will have full authority to investigate all aspects of the complaint. Investigative authority includes access to records and the cooperation of any members involved. No influence will be used to suppress any complaint and no member will be subject to retaliation or reprisal for filing a complaint, encouraging others to file a complaint or for offering testimony or evidence in any investigation.

Formal investigation of the complaint will be confidential to the extent possible and will include, but not be limited to, details of the specific incident, frequency and dates of occurrences and names of any witnesses. Witnesses will be advised regarding the prohibition against retaliation, and that a disciplinary process, up to and including termination, may result if retaliation occurs. Members who believe they have been discriminated against, harassed or retaliated against because of their protected status are encouraged to follow the chain of command but may also file a complaint directly with the Fire Chief, Administrative Assistant – Human Resources, or the Board of Fire Commissioners.

**317.5.3 Alternative Complaint Process**

No provision of this policy shall be construed to prevent any member from seeking legal redress outside the District. Members who believe that they have been harassed, discriminated or retaliated against are entitled to bring complaints of employment discrimination to federal, state and/or local agencies responsible for investigating such allegations. Specific time limitations apply to the filing of such charges.

Members are advised that proceeding with complaints under the provisions of this policy does not in any way affect those filing requirements.

**317.6 NOTIFICATION OF DISPOSITION**

The complainant and/or victim will be notified in writing of the disposition of the investigation and action taken to remedy or address the circumstances giving rise to the complaint.

**317.7 DOCUMENTATION OF COMPLAINTS**

All complaints or allegations shall be thoroughly documented on forms and in a manner designated by the Fire Chief. The outcome of all reports shall be:

Approved by the Fire Chief, Board of Fire Commissioners or the Administrative Assistant Human Resources, if more appropriate.

Maintained for the period established in the district's records retention schedule.

**317.8 TRAINING**

All new members shall be provided with a copy of this policy as part of their orientation. The policy shall be reviewed with each new member. The member shall certify by signing the prescribed form that he/she has been advised of this policy, is aware of and understands its contents and agrees to abide by its provisions during his/her term of employment.

All members shall receive annual training on the requirements of this policy and shall certify by signing the prescribed form that they have reviewed the policy, understand its contents and agree that they will continue to abide by its provisions.

**317.8.1 Questions Regarding Discrimination Or Sexual Harassment**

Members with questions regarding discrimination or sexual harassment are encouraged to contact a supervisor, manager, the Fire Chief, Administrative Assistant – Human Resources, or the Board of Fire Commissioners.

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## 319 POLICY: Personnel Complaints, Internal

Approved: 2018-12-17  
Approval: BOFC

Reviewed: 2023-08-30  
Reviewer: BOFC & FC

Revised:  
Revision Approval:

Revision:

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### 319.1 PURPOSE AND SCOPE

This policy provides guidelines for reporting, investigation and disposition of complaints regarding the conduct of members of this district and the service provided by this district. This policy shall not apply to any questioning, counseling, instruction, informal verbal admonishment or other routine or unplanned contact of a member in the normal course of duty, by a supervisor or any other member, nor shall this policy apply to a criminal investigation.

This policy is intended to be applied in accordance with the procedures, rights or status that may be contained in any applicable collective bargaining agreement or policy established by the Fire District #2's Administration Department.

### 319.2 POLICY

This district takes seriously all complaints regarding service provided by the District and the conduct of its members. The District will accept and address all complaints of member misconduct in accordance with this policy and applicable federal, state and local law, municipal and county rules and the requirements of any collective bargaining agreements.

It is also the policy of this district to ensure that the community can report misconduct without concern for reprisal or retaliation.

### 319.3 PERSONNEL COMPLAINTS

Personnel complaints consist of any allegation of misconduct or improper job performance by any employee that, if true, would constitute a violation of district policy or rule or federal, state or local law. Allegations or complaints may be generated internally or by the public.

Inquiries about employee conduct or performance that, if true, would not violate district policy or rule or federal, state or local law, may be handled informally by a supervisor and shall not be considered a personnel complaint. Such inquiries generally include clarification regarding policy, procedures or the response to specific incidents by the District.

#### 319.3.1 Classifying Complaints

Personnel complaints shall be classified in one of the following categories:

**Informal:** A matter in which the member's Battalion Chief is satisfied that appropriate action has been taken by a supervisor of rank greater than the accused member. The responsible supervisor shall have the discretion to determine the appropriate manner for resolving the complaint.

**Formal:** A matter in which a supervisor determines that further action is warranted. Such complaints may be investigated by a supervisor of rank greater than the accused member or referred to the designated district representative, depending on the seriousness and complexity of the investigation.

Incomplete: A matter in which the complaining party either refuses to cooperate or becomes unavailable after diligent follow-up investigation. At the discretion of the assigned supervisor or the designated district representative, such matters need not be documented as personnel complaints but may be further investigated or resolved as a complaint, depending on the seriousness of the complaint and the availability of sufficient information.

### **319.4 AVAILABILITY AND ACCEPTANCE OF COMPLAINTS**

#### **319.4.1 Availability of Complaint Forms**

Personnel complaint forms will be available and clearly visible in public access locations within district facilities. Forms will also be available on the district website. Forms may also be available at other government offices and facilities. Personnel complaint forms in languages other than English may also be provided as determined necessary or practicable.

Every supervisor is responsible for monitoring public satisfaction or inquiries regarding the personnel complaint process and forwarding to the Battalion Chief any suggestions for improvement or changes.

#### **319.4.2 Sources of Complaints**

- a. Members of the public may make complaints in any form, including in writing, by email, in person or by telephone.
- b. Any district member becoming aware of alleged misconduct shall immediately notify a supervisor.
- c. Supervisors shall initiate a complaint based upon observed misconduct or receipt from any source alleging the misconduct of a member that, if true, could result in disciplinary action.
- d. Anonymous complaints and third-party citizen complaints should be accepted and investigated to the extent that sufficient information is provided.

#### **319.4.3 Acceptance of Complaints**

All complaints will be courteously accepted by any member and promptly given to the appropriate supervisor. Although written complaints are preferred, a complaint may also be filed verbally, either in person or by telephoning the District, and will be accepted by any supervisor. If a supervisor is not immediately available to take a verbal complaint, the receiving member shall obtain contact information sufficient for the supervisor to contact the complainant. The supervisor, upon contact of the complainant, shall complete and submit a complaint form as appropriate.

Although not required, complainants should be encouraged to file complaints in person so that proper identification, signatures, photographs or physical evidence may be obtained as necessary.



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**319.5 COMPLAINT DOCUMENTATION AND TRACKING**

Supervisors shall ensure that all formal and informal complaints are documented on a complaint form. The supervisor shall ensure that the nature of the complaint is defined as clearly as possible. All complaints and inquiries should be documented in a log that records and tracks complaints. The log shall include the nature of the complaint and the actions taken to address the complaint. On an annual basis, the District should audit the log and send an audit report to the Fire Chief or the authorized designee.

**319.6 DISCIPLINARY INVESTIGATIONS**

All allegations of misconduct will be investigated as follows:

**319.6.1 Supervisor Responsibilities**

In general, the primary responsibility for the investigation of a complaint rests with the member's immediate supervisor, unless the supervisor is the complainant, is the ultimate decision-maker regarding disciplinary action or has any personal involvement regarding the alleged misconduct. The Fire Chief or the authorized designee may direct that another supervisor investigate any complaint.

A supervisor who becomes aware of alleged misconduct shall take reasonable steps to prevent aggravation of the situation.

Supervisors shall be responsible for the following:

- a. District supervisors should respond to all complaints in a courteous and professional manner.
- b. A supervisor receiving a formal complaint involving allegations of a potentially serious nature shall ensure that the on-duty Battalion Chief and Fire Chief are notified as soon as practicable and no later than 48 hours after receiving the complaint.
- c. A supervisor receiving or initiating any formal complaint shall ensure that a personnel complaint form has been completed as fully as possible. The original complaint form will then be directed to the Division Captain of the accused member and the on-duty Battalion Chief, via the chain of command. The Battalion Chief will forward a copy of the complaint to the Fire Chief to take any appropriate action and/or assign the complaint for investigation. In circumstances where the integrity of the investigation could be jeopardized by reducing the complaint to writing or where the confidentiality of a complainant is at issue, a supervisor may orally report the matter to the Battalion Chief and/or Fire Chief.
- d. A supervisor investigating any complaint should:
  1. Make reasonable efforts to obtain names, addresses and telephone numbers of additional witnesses.
  2. When appropriate, provide immediate medical attention and take photographs of alleged injuries as well as accessible areas of non-injury.

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- e. When the nature of a personnel complaint relates to sexual, racial, ethnic or other forms of prohibited harassment or discrimination, the supervisor receiving the complaint shall promptly contact the Administration Department and the Battalion Chief for direction regarding his/her role in addressing the complaint.
  - f. Supervisors who receive a citizen complaint that can be resolved immediately should do so. Follow-up contact with the person who made the complaint should be made within 24 hours of the District receiving the complaint. If the matter is resolved and no further action is required, the supervisor will note the resolution on a complaint form and forward the form to the Battalion Chief.
  - g. Unresolved citizen complaints shall be forwarded to the Battalion Chief to determine whether to contact the person who made the complaint or assign the complaint for investigation.
  - h. The supervisor shall ensure that the procedural rights of the accused member are followed.
  - i. Within three days after assignment, the complainant should be informed of the investigator's name and the complaint number.
  - j. Interviews of the complainant should be conducted during reasonable hours.

### **319.6.2 Investigation Procedures**

The following procedures should be followed with regard to any accused member subject to investigation by the District:

- a. Not less than 48 hours before an investigator begins an interview to obtain facts and statements, the District should:
  - 1. Provide the name and rank of the person in charge of the investigation and of those who will conduct any interviews.
  - 2. Provide the date, time and place of the interview and the names of all who will be present.
  - 3. Provide the member a written summary of the alleged misconduct and a description of the nature of the investigation.
- b. Interviews of accused members should be conducted during reasonable work hours of the member and, if the member is off-duty, the member shall be compensated.
- c. Off-duty interviews should only be conducted based on the seriousness of the investigation and other factors when time is of the essence.
- d. An investigator should not interview a member at that person's home without the member's prior permission.
- e. No more than two interviewers should ask questions of an accused member to prevent confusion or misunderstanding.
- f. All interviews shall be for a reasonable period or duration and the member's personal needs shall be accommodated.

- g. No member shall be subjected to offensive or threatening language nor shall any promises, rewards or other inducements be used to obtain answers. Any member refusing to answer questions directly related to the investigation may be ordered to answer questions or be subject to discipline for failing to do so. Nothing administratively ordered may be provided to a criminal investigator.
- h. Absent circumstances preventing it, the interviewer should record all interviews of members and witnesses. The member may also record interviews.
- i. If the allegations involve potential criminal conduct, the member shall be advised of his/her constitutional rights. This admonishment shall be given regardless of whether the member was advised of these rights during any separate criminal investigation.
- j. All members shall provide complete and truthful responses to questions posed during interviews.
- k. A member subjected to interviews that could result in punitive action shall have the right to have a representative of his/her choosing during any interrogation. However, in order to maintain the integrity of each individual member's statement, involved members shall not consult or meet with representatives or attorneys collectively or in groups prior to being interviewed.
- l. No member may be compelled to submit to a polygraph examination, nor shall any refusal to submit to such examination be mentioned in any investigation.

### **319.6.3 Uniform Disciplinary Act Investigations**

The District will comply with the provisions of the Uniform Disciplinary Act as required for any member who is subject to the Act and under investigation for unprofessional conduct (RCW 18.130.010 et seq.).

### **319.6.4 Investigation Format**

Investigations of complaints should be timely, detailed, complete and essentially follow this format:

**Introduction:** Include the identity of the member, the identity of the assigned investigators, the initial date and source of the complaint.

**Synopsis:** Provide a very brief summary of the facts giving rise to the investigation.

**Summary of allegations:** List the allegations separately, including applicable policy sections, with a very brief summary of the evidence relevant to each allegation.

**Evidence as to each allegation:** Each allegation should be set forth with the details of the evidence applicable to each allegation and include comprehensive summaries of member and witness statements. Other evidence related to each allegation should also be detailed in this section.

**Conclusion:** A recommendation regarding further action or disposition should be provided.

**Exhibits:** A separate list of exhibits (e.g., recordings, photos and documents) should be attached to the report.

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**319.6.5 Administrative Leave**

When a complaint of misconduct is of a serious nature, or when circumstances dictate that allowing the accused to continue to work would adversely affect the mission of the District, the Fire Chief or the authorized designee may temporarily assign an accused employee to administrative leave. The Fire Chief or the authorized designee shall notify the Administration Department in writing of the employee's administrative leave and the cause for the leave.

**319.7 POST-INVESTIGATION PROCEDURES**

Upon completion, the report should be forwarded to the Fire Chief through the chain of command of the involved member. Each level of command should review and include their comments in writing before forwarding the report. The Fire Chief may accept or modify the classification and recommendation for disciplinary action contained in the report.

**319.7.1 Division Captain and/or Battalion Chief Responsibilities**

Upon receipt of any completed personnel investigation, the Division Captain and/or Battalion Chief shall review the entire investigative file, the member's personnel file and any other relevant materials.

The Division Captain and/or Battalion Chief may make recommendations regarding the disposition of any allegations and the amount of discipline, if any, to be imposed.

Prior to forwarding recommendations to the Fire Chief, the Division Captain and/or Battalion Chief may return the entire investigation to the assigned investigator or supervisor for further investigation or action.

When forwarding any written recommendation to the Fire Chief, the Division Captain and/or Battalion Chief shall include all relevant materials supporting the recommendation. Actual copies of a member's existing personnel file need not be provided and may be incorporated by reference.

**319.7.2 Responsibilities of the Fire Chief**

Upon receipt of any written recommendation for disciplinary action, the Fire Chief shall review the recommendation and all accompanying materials. The Fire Chief may modify any recommendation and/or may return the file to the Division Captain and/or Battalion Chief for further investigation or action.

Once the Fire Chief is satisfied that no further investigation or action is required by staff, the Fire Chief shall determine the amount of discipline, if any, to be imposed. In the event that disciplinary action is proposed, the Fire Chief shall provide the member with written notice of the following information:

- a. Access to all of the materials considered by the Fire Chief in recommending the proposed discipline.
- b. An opportunity to respond orally or in writing to the Fire Chief within five days of receiving the notice.
  1. Upon a showing of good cause by the member, the Fire Chief may grant a reasonable extension of time for the member to respond.

2. If the member elects to respond orally, the presentation shall be recorded by the District. Upon request, the member shall be provided with a copy of the recording.
- c. Once the member has completed his/her response or, if the member has elected to waive any such response, the Fire Chief shall consider all information received in regard to the recommended discipline. The Fire Chief shall thereafter render a timely written decision to the member and specify the grounds and reasons for discipline and the effective date of the discipline.
- d. Once the Fire Chief has issued a written decision, the discipline shall become effective.
- e. All criminal acts will be reported by the Fire Chief to the appropriate Federal, State or Local Authorities.

### **319.8 PRE-DISCIPLINE MEMBER RESPONSE**

The pre-discipline process is intended to provide the accused member with an opportunity to present a written or oral response to the Fire Chief after having had an opportunity to review the supporting materials and prior to imposition of any recommended discipline. The member shall consider the following:

- a. This response is not intended to be an adversarial or formal hearing.
- b. Although the member may be represented by an uninvolved representative or legal counsel, the response is not designed to accommodate the presentation of testimony or witnesses.
- c. The member may suggest that further investigation could be conducted or the member may offer any additional information or mitigating factors for the Fire Chief to consider.
- d. In the event that the Fire Chief elects to cause further investigation to be conducted, the member shall be provided with the results of such subsequent investigation prior to the imposition of any discipline.
- e. The member may thereafter have the opportunity to further respond orally or in writing to the Fire Chief on the limited issues of information raised in any subsequent materials.

### **319.9 RESIGNATIONS/RETIREMENTS PRIOR TO DISCIPLINE**

In the event that a member tenders a written retirement or resignation prior to the imposition of discipline, it shall be noted in the file. The tender of a retirement or resignation by itself shall not serve as grounds for the termination of any pending investigation or discipline.

### **319.10 POST-DISCIPLINE APPEAL RIGHTS**

Non-probationary members may appeal a suspension without pay, punitive transfer, demotion, reduction in pay or step and termination from employment. The member may appeal using the procedures established in any operative collective bargaining agreement and/or personnel rules.

**319.11 AT-WILL AND PROBATIONARY MEMBERS**

At-will and probationary members may be disciplined and/or released from employment without adherence to any of the procedures set out in this policy and without notice or any cause at any time. These members are not entitled to any rights under this policy.

Any probationary period may be extended at the discretion of the Fire Chief in cases where the member has been absent for more than a week or when additional time to review the member is considered by the Fire Chief to be appropriate.

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## 319A SOG: Personnel Complaints, External

Approved: 2023-08-07  
Approval: FIRE CHIEF

Reviewed: 2023-08-30  
Reviewer: BOFC & FC

Revised:  
Revision Approval:

Revision #

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### **319A.1 PURPOSE AND SCOPE**

Any person who has experienced, witnessed, or has knowledge of fire or EMS employee/volunteer misconduct, may make a complaint. Complaints made by community members or others outside of the department would be considered external.

#### **319A.1.1 Standard Operating Guideline**

A complaint can be obtained in person, via email, or on the phone. The best practice would be to use the department's Citizen Complaint Form, which can be found online on our website, picked up at the fire station in Eastsound, or mailed on request.

The Fire Department will investigate complaints made for alleged violations of Department Policy; of local, state and federal laws; and for other conduct that is deemed inappropriate.

The Fire Department recognizes the need for the filing of legitimate complaints against employees/volunteers as a means by which they can be held accountable to the public; however, the Department will also seek to hold members of the public or OIFR employees/volunteers responsible for the filing of false allegations. It is against the law to make a complaint that you know to be false.

### **319A.2 PROCEDURE**

Upon receipt, complaints will be labelled as "actionable" or "non-actionable" at the discretion of the Chief.

#### **319A.2.1 Actionable Complaints**

Complaints that are "actionable" will be filed in the employee's personnel file.

#### **319A.2.2 Non-Actionable Complaints**

Complaints that are deemed "non-actionable" will be filed either under the personnel file or in a chronological complaints file, or both, at the discretion of the Fire Chief or her designee.

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## 320 POLICY: Prohibition on Retaliation

Approved: 2018-12-17  
Approval: BOFC

Reviewed: 2023-08-30  
Reviewer: BOFC & FC

Revised:  
Revision Approval:

Revision #

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### 320.1 PURPOSE AND SCOPE

This policy prohibits retaliation against members who identify workplace issues, such as fraud, waste, abuse of authority, gross mismanagement or any inappropriate conduct or practices, including violations that may pose a threat to the health, safety or well-being of members.

This policy does not prohibit actions taken for non-discriminatory or non-retaliatory reasons, such as discipline for cause.

These guidelines are intended to supplement and not limit members' access to other applicable remedies. Nothing in this policy shall diminish the rights or remedies of a member pursuant to any applicable federal law, provision of the U.S. Constitution, law, ordinance or collective bargaining agreement or memorandum of understanding.

### 320.2 POLICY

Orcas Island Fire & Rescue has a zero tolerance for retaliation and is committed to taking reasonable steps to protect from retaliation members who, in good faith, engage in permitted behavior or who report or participate in the reporting or investigation of workplace issues. All complaints of retaliation will be taken seriously and will be promptly and appropriately investigated.

#### 320.2.1 Retaliation

Retaliation is taking or threatening to take an adverse personnel action, or withholding or threatening to withhold a favorable personnel action, with respect to an OIFR member because the member reported a criminal offense.

#### 320.2.2 Ostracism

Ostracism, which is a form of retaliation under this instruction, is wrongfully excluding a OIFR member from social acceptance or membership in or association with a group of which the OIFR member was a part of or a reasonable person would conclude wanted to be a part with the intent to do any of the following:

- a. Inflict emotional distress on the OIFR member
- b. Discourage reporting of a criminal offense or sexual harassment
- c. Discourage the due administration of justice concerning a criminal offense or sexual harassment; and, because the perpetrator knew or believed that:
  1. The member reported or was planning to report a criminal offense or sexual harassment;
  2. The member was a victim or alleged victim of a criminal offense or sexual harassment;



3. The member was reported by another as being a victim of a criminal offense or sexual harassment;
4. The member intervened to prevent or attempt to prevent a criminal offense or sexual harassment from occurring; or,
5. The member cooperated in an investigation or the member has served or will serve as a witness or otherwise cooperate in the future in a criminal, disciplinary, or administrative proceeding or investigation involving a criminal offense or sexual harassment.

### **320.2.3 Maltreatment**

Maltreatment, which is a form of retaliation under this instruction, is treatment by peers or by other persons, that, when viewed objectively under all the circumstances, is abusive or otherwise unnecessary for any lawful purpose, that is done with the intent to discourage reporting of a criminal offense or otherwise discourage the due administration of justice, and that results in physical or mental harm or suffering, or reasonably could have caused, physical or mental harm or suffering.

### **320.2.4 Personnel Action**

Any action taken on an OIFR member that affects or has the potential to affect that OIFR member's current position or career. Such actions include promotion; disciplinary or other corrective action; transfer or reassignment; a performance evaluation; decisions concerning pay, benefits, awards, or training, relief and removal; separation; discharge; and any other significant change in duties or responsibilities inconsistent with the fire service member's grade.

## **320.3 RETALIATION PROHIBITED**

No member may retaliate against any person for engaging in lawful or otherwise permitted behavior; for opposing a practice believed to be unlawful, unethical, discriminatory or retaliatory; for reporting or making a complaint under this policy; or for participating in any investigation related to a complaint under this or any other policy. Retaliation includes any adverse action or conduct, including, but not limited to:

- a. Refusing to hire or denying a promotion.
- b. Extending the probationary period.
- c. Unjustified reassignment of duties or change of work schedule.
- d. Real or implied threats or other forms of intimidation to dissuade the reporting of wrongdoing or filing of a complaint, or as a consequence of having reported or participated in protected activity.
- e. Taking unwarranted disciplinary action.
- f. Spreading rumors about the person filing the complaint or about the alleged wrongdoing.
- g. Shunning or unreasonably avoiding a person because he/she has engaged in protected activity.

#### **320.4 COMPLAINTS OF RETALIATION**

Any member who feels he/she has been retaliated against in violation of this policy should promptly report the matter to any supervisor, a command staff member, the Fire Chief or the Fire District #2 Administrative Assistant – Human Resources.

Members shall act in good faith, not engage in unwarranted reporting of trivial or minor deviations or transgressions, and make reasonable efforts to verify facts before making any complaint in order to avoid baseless allegations. Members shall not report or state an intention to report information or an allegation knowing it to be false or with willful or reckless disregard for the truth or falsity of the information, or otherwise act in bad faith.

Investigations are generally more effective when the identity of the reporting member is known, thereby allowing investigators to obtain additional information from the reporting member. However, complaints may be made anonymously. All reasonable efforts shall be made to protect the reporting member's identity. However, confidential information may be disclosed to the extent required by law or to the degree necessary to conduct an adequate investigation and make a determination regarding a complaint. In some situations, the investigative process may not be complete unless the source of the information and a statement by the member is part of the investigative process.

#### **320.5 INDIVIDUAL RESPONSIBILITIES**

All OIFR members share the responsibility to refrain from retaliating against an alleged victim or other OIFR member who reports a criminal offense.

#### **320.6 SUPERVISOR RESPONSIBILITIES**

Supervisors are expected to remain familiar with this policy and ensure that members under their command are aware of its provisions.

The responsibilities of supervisors include, but are not limited to:

- a. Ensuring complaints of retaliation are investigated as provided in the Personnel Complaints Policy.
- b. Receiving all complaints in a fair and impartial manner.
- c. Documenting the complaint and any steps taken to resolve the problem.
- d. Acknowledging receipt of the complaint, notifying the Fire Chief via the chain of command and explaining to the member how the complaint will be handled.
- e. Taking appropriate and reasonable steps to mitigate any further violations of this policy.
- f. Monitoring the work environment to ensure that any member making a complaint is not subjected to further retaliation.
- g. Periodically following up with the complainant to ensure that retaliation is not continuing.
- h. Not interfering with or denying the right of a member to make any complaint.

- i. Taking reasonable steps to accommodate requests for assignment or schedule changes made by a member who may be the target of retaliation if it would likely mitigate the potential for further violations of this policy.

### **320.7 RELATIONSHIP OF RETALIATION TO OTHER POLICIES**

All OIFR members are subject to lawful orders. When an OIFR member has been lawfully ordered to cease from engaging in retaliation, the fire service member is subject to disciplinary action for violation of that order.

### **320.8 COMMAND STAFF RESPONSIBILITIES**

The Fire Chief should communicate to all supervisors the prohibition against retaliation.

Command staff shall treat all complaints as serious matters and shall ensure that prompt actions take place, including, but not limited to:

- Communicating to all members the prohibition against retaliation.
- Reviewing complaint investigations in a timely manner.
- Taking steps toward remediation of any inappropriate conduct or condition and instituting measures to eliminate or minimize the likelihood of recurrence.
- Communicating the outcome to the complainant in a timely manner.

### **320.9 WHISTLE-BLOWING**

Washington law protects members who make good faith reports of improper government actions. Improper government actions include violations of Washington law, abuse of authority, gross waste of funds, and substantial and specific danger to the public health or safety (RCW 42.40.010 et seq.; RCW 49.60.210; RCW 42.41.010 et seq.).

Members who believe they have been the subject of retaliation for engaging in such protected behaviors should promptly report it to a supervisor. Supervisors should refer the complaint to the Fire Chief or authorized designee through the appropriate supervisory chain of command for investigation pursuant to the Personnel Complaints Policy.

#### **320.9.1 Display of Reporting Procedures**

The District shall display Orcas Island Fire & Rescue policy to members regarding their rights and the procedures for reporting information of an alleged improper government action. A copy of the policy shall be made available to members upon request (RCW 42.41.030).

### **320.10 RECORDS RETENTION AND RELEASE**

The Public Records Officer shall ensure that documentation of investigations is maintained in accordance with the established records retention schedules.

### **320.11 TRAINING**

This policy should be reviewed with each new member.

All members should receive periodic refresher training on the requirements of this policy.

## 321 POLICY: Discipline Sanctions, Volunteer Members

Approved: 2018-12-17  
Approval: BOFC

Reviewed: 2023-08-25  
Reviewer: BOFC & FC

Revised: 2023-08-25  
Revision Approval: 2023-09-18

Revision: #1

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### 321.1 PURPOSE AND SCOPE

It is the goal of OIFR to foster positive motivation and effective team leadership. Additionally, the quality and effectiveness of our work is critical to our mission. Therefore, OIFR will utilize the discipline process to identify and correct areas of performance improvement.

### 321.2 POLICY

Imposition of disciplinary action is at the sole discretion of the Fire Chief.

### 321.3 INVESTIGATION

Alleged offenses may, at the discretion of the Fire Chief, be investigated. Any investigations of alleged offenses will be fair and objective.

### 321.4 SEVERITY

The severity of discipline imposed will be at the discretion of the Fire Chief. Disciplinary decisions often involve considerations far beyond the typical factors of the seriousness of the conduct at issue and the member's past disciplinary record. Other factors, including but not limited to a member's attitude, motivation, teamwork, and ability to receive feedback and adjust behavior accordingly may be relevant. For these reasons, OIFR does not follow a progressive discipline approach.

### 321.4 TYPES OF DISCIPLINE

Disciplinary actions may include, but will not be limited to any of the following:

- Verbal reprimands
- Written reprimands
- Demotion
- Suspension/Last Warning
- Termination

### 321.4 TYPES OF MISCONDUCT

Behavior, conducts, acts, violations of OIFR's SOG's and/or violations of any federal, state or local rules and regulations that may result in disciplinary action, include, but are not limited to the following:

- a. Theft.
- b. Insubordination or refusal to comply with directions or failure to perform reasonably assigned duties.

- c. Leaving a fire, medical call, or training scene early without permission from the Officer in charge.
- d. Failure to meet minimum response requirements.
- e. Failure to meet minimum membership requirements.
- f. Failure to respond when available.
- g. Failure to complete required training.
- h. Disregard or violation of safety rules.
- i. Lack of a valid Washington State Driver's license/auto insurance coverage.
- j. Driving in a reckless manner to an emergency scene in a POV or District Apparatus.
- k. Any conduct unbecoming a member which could bring discredit to OIFR or is deemed detrimental to the public image of OIFR.
- l. Falsifying employment documents, such as applications, timecards, personnel records or other departmental documents or records.
- m. Unauthorized possession or use of District equipment, property, resources or materials or of other members' personal property.
- n. Carrying weapons or explosives.
- o. Conviction of a felony or a misdemeanor involving moral turpitude.
- p. Fighting, throwing things, horseplay, practical jokes or other disorderly conduct which may endanger the well-being of any member or damage any piece of equipment.
- q. Reporting for duty at the station or at the scene of an emergency response under the influence of drugs or alcohol.
- r. Possession, use, or transmission of illegal drugs or controlled substances.
- s. Engaging in acts of immorality, dishonesty, fraud or sabotage.
- t. Threatening, intimidating, coercing, using abusive or vulgar language, or otherwise interfering with the performance of other members.
- u. Discourteous treatment of the public or other members.
- v. Incompetency, inefficiency, inattention to or dereliction of duty.
- w. Damaging or destroying either district property or other member's personal property due to careless or willful acts.
- x. Breaching of confidentiality in regards to information seen or heard while acting in an official capacity as a member of OIFR.
- y. Making comments or statements to third parties either directly or indirectly, that could be misconstrued, to the detriment of OIFR, its members, its elected or appointed officials, or neighboring departments.
- z. Displaying an attitude that is not in line with OIFR's expectations for exceptional public service.

**321.5 WRITTEN DOCUMENTATION**

All disciplinary notices will be maintained in the member's personnel file.

**321.6 INACTIVE VOLUNTEER STATUS**

OIFR reserves the right to terminate the employment of a volunteer who demonstrates an inactive status for 90 days or more and has a disciplinary action of written reprimand or higher on file. Inactive status is defined as not participating in drills, training or responding to calls.

## 323 POLICY: Grievance Procedure

Approved: 2018-12-17  
Approval: BOFC

Reviewed: 2023-08-30  
Reviewer: BOFC & FC

Revised:  
Revision Approval:

Revision #

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### 323.1 PURPOSE AND SCOPE

This policy establishes processes for resolving disputes or concerns regarding conditions of employment, unethical, wasteful or other inappropriate conduct.

This policy does not apply to complaints related to alleged acts of discrimination or harassment or complaints of discrimination on the basis of other protected categories subject to the Discriminatory Harassment Policy. This policy also does not apply to complaints consisting of any alleged misconduct or improper job performance by any member that, if true, would constitute a violation of federal, state or local law, or a violation of district policy or the standards established in the Personnel Complaints Policy.

This policy does not prohibit adverse administrative action taken for legitimate non-discriminatory or non-retaliatory reasons, including for-cause discipline.

The procedures set forth herein are intended to supplement and not limit a member's access to other applicable remedies. Nothing in this policy shall diminish the rights or remedies of a member pursuant to any applicable federal law, provision of the U.S. Constitution, state law, local ordinance or collective bargaining agreement.

#### 323.1.1 Grievance Defined

A grievance is any difference of opinion concerning terms or conditions of employment or the dispute involving the interpretation or application of any of the following documents:

- a. A collective bargaining agreement
- b. This Policy Manual
- c. Rules and regulations covering personnel practices or working conditions of members

A grievance includes any claim of waste, abuse of authority, gross mismanagement and any practice within the District which may pose a threat to health, safety or security.

Grievances may be brought by an individual member or by a group representative.

### 323.2 POLICY

It is the policy of this district that all grievances be handled quickly and fairly without retaliation against a member who files a grievance, whether or not there is a basis for the grievance. It is the philosophy of this district is to promote free verbal communication between members and supervisors.

### **323.3 RETALIATION PROHIBITED**

No member may retaliate against any person for reporting or making a complaint under this policy or for opposing a practice believed to be improper, unethical, wasteful, retaliatory or participating in any investigation pursuant to this policy or any other policy in this policy manual.

Employees found to be in violation of this policy are subject to discipline. Supervisors who condone or ignore violations of this policy or otherwise fail to take appropriate action to enforce this policy are also subject to discipline.

### **323.4 PROCEDURE**

Except as otherwise required under a collective bargaining agreement, grievances as defined above, should be resolved using the following procedure.

#### **323.4.1 Communicating Grievances**

Members are encouraged to communicate with supervisory personnel regarding any workplace problem or issue they feel needs immediate attention. Generally, any concern about a workplace situation should be first raised with the member's immediate supervisor unless that supervisor is part of the member's concern. It is recognized, however, that there may be occasions where the use of the normal chain of command may not be appropriate.

Any member who feels threatened in any manner or is otherwise concerned about reporting to his/ her immediate supervisor may report this information directly to the Fire Chief or Administration Department without first reporting the information to their immediate supervisor or following the chain of command.

This alternate process shall not be used to circumvent or avoid addressing issues through the normal chain of command.

#### **323.4.2 Grievance Receipt**

Upon receipt of an oral or written grievance, the receiving supervisor will promptly document the grievance, initiate the investigative process and ensure that the appropriate supervisor and the Administration Department are notified.

Investigations are generally more effective when the identity of the grieving member is known, thereby allowing investigators to obtain additional information from the reporting member. However, a grievance may be made anonymously.

All reasonable efforts should be made to protect the reporting member's identity. However, confidential information may be disclosed to the extent required by law or to the degree necessary to conduct an adequate investigation and make a determination regarding a grievance. In some situations, the investigative process may not be complete unless the source of the information and a statement by the member is produced as part of the process.

The supervisor receiving the grievance should explain to the grieving member how the matter will be handled.

#### **323.4.3 Resolving Grievances**

- a. Supervisors receiving grievances should attempt to resolve the issue through informal discussion with member.



- b. If after a reasonable amount of time, generally seven days, the grievance cannot be settled by the immediate supervisor, the member may request a meeting with the Battalion Chief.
- c. If a successful resolution is not found with the Battalion Chief, the member may request a meeting with the Fire Chief.
- d. If the member and the Fire Chief are unable to arrive at a mutual solution, then the member shall proceed as follows:
  1. Submit in writing a written statement of the grievance and deliver one copy to the Fire Chief and another copy to the Board of Fire Commissioners (BOFC) and include the following information:
    - (a) The basis for the grievance
    - (b) What remedy or goal is being sought by this grievance
- e. The Fire Chief and the BOFC will receive the grievance in writing. The Fire Chief and the BOFC will review and analyze the facts or allegations and respond to the member within 14 calendar days. The response shall identify any corrective measures or other remedies as appropriate. The decision of the Fire District #2 Board of Fire Commissioners is considered final.

### **323.5 RESPONSIBILITIES**

#### **323.5.1 Member Responsibilities**

This policy is intended to support efforts to identify and remediate workplace issues appropriately. Members are encouraged to identify workplace issues to bring about positive change in the District. Members shall act in good faith and not file trivial grievances or grievances intended to harass or deflect scrutiny or blame to another.

Members shall make reasonable efforts to verify facts before making a grievance. Members shall not report or threaten to report information or a grievance knowing it to be false, with willful or reckless regard for the truth or falsity of the information or otherwise made in bad faith.

When making a grievance, members should provide as much information as possible and should cooperate fully with all investigations. Members shall maintain the confidentiality of any statements made in conjunction with an active grievance pursuant to this policy. This provision is not intended to diminish a member's rights or remedies afforded by applicable federal law, constitutional provision or collective bargaining agreement.

Any employee who believes that he/she has been subjected to reprisal or retaliation should immediately report the matter to a supervisor in the member's chain of command or to the Administration Department.

### **323.5.2 Supervisors**

Supervisors should make reasonable efforts to identify and remediate workplace issues and bring about positive change in the District before issues escalate to the grievance level. Once a member has made the decision to file a grievance, supervisors shall not attempt to discourage the member, shall accept grievances and shall ensure that reasonable efforts are made to reach a prompt and fair resolution.

Supervisory personnel will:

- a. Document all grievances received and all steps taken to resolve the issue.
- b. Forward the documentation to the on-duty Battalion Chief and then the Fire Chief through the chain of command.
- c. Monitor the work environment to ensure that any member making a grievance is treated with respect and no differently than non-complaining employees.
- d. Communicate to all members the obligation not to engage in retaliation and follow-up periodically with the grieving member to ensure that retaliation is not occurring.

### **323.5.3 Command Staff**

Command staff should ensure prompt resolution of all grievances, including the following:

- a. Timely grievance recognition and acceptance
- b. Appropriate documentation of the process and investigation
- c. Remediation of any inappropriate conduct or condition and the implementation of measures to minimize the likelihood of reoccurrence
- d. Timely communication of the outcome to the grieving member

### **323.6 MEMBER REPRESENTATION**

Members are entitled to have representation during the grievance process and may seek advice, counsel or the assistance of other employees or representatives in their presentation of a grievance.

### **323.7 GRIEVANCE RECORDS**

At the conclusion of the grievance process, all documents pertaining to the process shall be forwarded to the Fire Chief.

### **323.8 GRIEVANCE AUDITS**

The Fire Chief or the authorized designee should perform an annual audit of all grievances filed the previous calendar year to evaluate whether any policy, procedure or training changes may be appropriate. The Fire Chief shall record these findings in a confidential memorandum to the Board of Fire Commissioners without including any identifying information from any individual grievance.

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## 324 POLICY: Workplace Violence

Approved: 2018-12-17  
Approval: BOFC

Reviewed: 2023-08-30  
Reviewer: BOFC & FC

Revised:  
Revision Approval:

Revision #

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### 324.1 PURPOSE AND SCOPE

The purpose of this policy is to make clear that the District does not tolerate any direct or implied threats of violence or violent behavior in the workplace or any act or behavior which is or can be perceived as threatening, hostile and/or violent.

### 324.2 POLICY

It is the policy of Orcas Island Fire & Rescue to provide and maintain a safe work environment for its employees, volunteers and members of the public.

In responding to any violent behavior in the workplace, the District is committed to providing protection to all involved parties, including protection from future physical and/or mental harm and the protection of the legal rights of victims, witnesses and those instigating the harm.

### 324.3 PROHIBITED BEHAVIOR

No member shall engage in, encourage or promote violent behavior toward any person while conducting district business or on district property.

District management is prohibited from authorizing members to carry weapons while engaged in district business, unless carrying a weapon is required by the assigned duty and there are policies and procedures in place that govern the approval, use and/or display of the weapon.

No member engaged in district business shall carry self-defense weapons in violation of applicable state or local laws or this policy. Members who carry a legal self-defense weapon shall notify the Fire Chief in writing of what type of weapon is being carried.

Also see POLICY 624: Carrying Weapons On-Duty.

### 324.4 REPORTING AND INVESTIGATING

#### 324.4.1 Member Responsibility

District members who experience, observe or have knowledge of prohibited behaviors and actions in the workplace, have a responsibility to report the situation as soon as practicable to a supervisor, manager, a human resources representative or the local police department, if a crime has occurred.

Members should render aid to anyone who may be in need and be prepared to assist emergency responders, as requested, following any incident of violence in the workplace.

#### 324.4.2 Supervisor, Manager, Battalion Chief, Fire Chief Responsibilities

Upon receipt of a report of potential or actual workplace violence, supervisors shall gather as much information as possible to assess and determine the severity and potential of the situation. If the report is found to be credible, the next immediate supervisor shall be notified as soon as practicable and appropriate action taken.

Local law enforcement personnel shall be notified immediately of all threatening or violent behavior.

#### **324.4.3 Investigation**

The Administration Division will promptly, impartially and with as much confidentiality as practicable, coordinate the investigation of all reports of violent behavior.

District members are required to cooperate in any investigation. A timely resolution of each report should be reached and communicated to all parties involved as quickly as possible.

#### **324.4.4 Reporting Non-Work Related Threatening or Violent Behavior**

District members who are victims of domestic or other threatening behavior outside of the workplace or who believe they are potential victims of such behavior and fear it may enter the workplace, are encouraged to report the situation as soon as possible to their supervisor.

Supervisors receiving any such report shall contact the Administration Division as soon as practicable so that any appropriate safety measures or plans may be developed.

#### **324.5 RETALIATION PROHIBITED**

Any form of retaliation against a member for making a report concerning violent behavior in the workplace is prohibited.

Any member who becomes aware of any retaliation or threatened retaliation shall immediately notify his/her supervisor.

#### **324.6 RESTRAINING ORDERS**

Members who obtain a restraining order listing their workplace, person or the District as a protected area must provide a copy of the restraining order to their immediate supervisor or the Administrative Assistant – Human Resources. The District needs this information in order to provide a safe workplace.

#### **324.7 FOLLOW-UP ACTION**

Any employee or volunteer reported to have exhibited violent or potentially violent behavior will be afforded all rights provided by law before the District takes any disciplinary action.

Actions that may be taken when an employee or volunteer has been found to have violated this policy include, but are not limited to, the following:

- a. Mandatory participation in counseling
- b. Placing the employee on paid administrative leave pending investigation into an alleged threat or act
- c. Corrective/disciplinary action up to and including termination
- d. Criminal arrest and prosecution
- e. Special procedures, such as job relocation or initiation of a court order

If, upon investigation, it is determined that an allegation is false or was made maliciously, the employee or volunteer who provided the false information will be subject to disciplinary action, up to and including termination, as well as possible criminal arrest and prosecution.

### **324.8 LEGAL ACTION**

The district's legal counsel will determine if the District will seek a temporary restraining order or injunction should be sought on behalf of the District to reduce future or threatened violent behavior in the workplace.

### **324.9 CORRECTIVE ACTIONS**

At the completion of the investigation and a review of the incident, or in the case of a threat of violence, non-disciplinary corrective actions should be implemented or requested to ensure overall workplace safety. These actions may include, but are not limited to:

- a. Placing the involved member on administrative leave pending further review and determination of permanent action. Administrative leave would be unpaid in the case of a volunteer.
- b. Reassigning the member to a different work location.
- c. Referring the member to conflict resolution training sessions.
- d. Referring the member to the Employee Assistance Program (EAP).
- e. Modifying work station designs and office traffic flow patterns.
- f. Requiring the employee to attend a fitness-for-duty evaluation.
- g. Developing specific workplace violence procedures for incident response, prevention and corrective actions.

### **324.10 WORKPLACE VIOLENCE PREVENTION**

All district members are responsible for assisting in the prevention of violence in the workplace. The District will provide appropriate training to members regarding workplace violence.

In the event a violent incident occurs in the workplace, the Fire Chief or authorized designee is responsible for ensuring that all responsibilities have been met and actions carried out, as detailed in this policy, and shall review the results of any investigation and ensure appropriate action is taken. Information gathered during an investigation should be used for the continuous improvement of policies and procedures to prevent workplace violence.

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## 341 POLICY: Employee Leave Benefits

Approved: 2022-11-21  
Approval: BOFC

Reviewed: 2023-08-25  
Reviewer: BOFC, FC, & FM

Revised: 2023-08-25  
Revision Approval: 2023-09-18

Revision #1

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### 341.1 PURPOSE AND SCOPE

To establish a policy that describes Leave Benefits for District employees. Employees covered by a collective bargaining agreement or employment contract should reference their Agreement for a description of their leave benefits. Nothing in this policy supersedes any provision of any collective bargaining agreement or contract.

The benefits identified in this policy are intended to be for full-time and part-time employees. Some part-time employees may not be eligible. The Individual employee's contract or employment agreement will be used in those cases. In situations when a qualifying full-time employee has a reduction in working hours, then the employee's benefits may be adjusted accordingly by the Fire Chief.

### 341.2 POLICY

It is the policy of Orcas Island Fire & Rescue to manage leave for eligible employees in compliance with federal and state law and any applicable collective bargaining agreement. It is the policy that Salary and Hourly wage employees receive the benefits below.

### 341.3 ELIGIBLE EMPLOYEES

Employees are eligible for Leave Benefits after working for the Orcas Island Fire & Rescue for at least 90 days and completing 480 hours over the 3 months prior to the commencement of the leave, unless approved by the Fire Chief

Employees may not be eligible for leave if there are documented concerns regarding the employee's job performance during the initial 90 days. If documented concerns exist, an additional 30/60/90 days may be established as the timeframe before that employee is eligible to utilize their leave benefits. Note: Leave Benefits start to accrue on day one of employment.

### 341.4 ANNUAL LEAVE

Accrual: Annual leave for full-time employees shall be accrued on a monthly basis and leave calculations are based on an 8-hour workday. The rate of accrual is one twelfth of the total per that year. (Example: A full-time employee with less than one year will earn 1/12th of 10 days (80 hours) leave per month or 6.67 hours per month.) A full-time work week is 40 hours.

#### 341.4.1 Accrual Rates

- Year 1 = 6 hours and 40 minutes per month which equates to 10 days/year
- Year 2 = 8 hours per month which equates to 12 days/year
- Year 3 = 9 hours and 20 minutes per month which equates to 14 days/year

- Year 4 = 10 hours and 40 minutes per month which equates to 16 days/year
- Year 5 = 12 hours per month which equates to 18 days/year
- Year 6-9 = 13 hours and 20 minutes per month which equates to 20 days/year
- Year 10-12 = 14 hours and 40 minutes per month which equates to 22 days/year
- Year 13-15 = 16 hours per month which equates to 24 days/ year
- Year 16-18 = 17 hours and 20 minutes per month which equates to 26 days/ year
- Year 19+ = 18 hours and 40 minutes per month which equates to 28 days/ year

The accrual leave rate will increase per the above schedule for the employment anniversary month.

#### **341.4.2 Part-time Employees**

Part-time employees working a regular or flexible schedule that average 21 hours or more per week will accrue vacation leave on a per hour based on the same accrual rates using 173.3 hr work month.

#### **341.4.3 First Year of Employment**

Annual leave hours will begin accruing according to the new employee's starting date of work but may not be used during the first 3 months of employment, unless approved by the Fire Chief.

#### **341.4.3 Payment upon Separation**

Should an employee separate with annual leave remaining, it will be paid at straight time in the final check and accompanied with an accounting statement.

#### **341.4.4 Carry Over**

Employees may accrue annual leave to a maximum of 240 hours. Hours exceeding the maximum shall be forfeited, unless approved by the Fire Chief.

### **341.5 HOLIDAY LEAVE**

Each Full-time employee shall receive Eleven (11) paid holidays per year as follows: New Years Day, MLK Day, Presidents Day, Memorial Day, Independence Day, Labor Day, Veteran's day, Thanksgiving Day, Day after Thanksgiving, Christmas Day, and a Personal (floating) Holiday.

Part-time employees working a regular or flexible schedule that average 21 hours or more per week shall receive prorated paid holiday hours. (Example: A part-time employee that typically works 24 hours a week or 60% will receive 4.8 holiday hours for that week regardless of their work schedule.)

Holidays taken off may be substituted one for one with the approval of the Fire Chief, with preference for the exchange to be taken in the same calendar month.

### **341.6 SICK LEAVE**

Accrual: Sick Leave shall be accrued as follows: Each Full-time employee shall earn one day (8 hours) of sick leave per month of employment. Sick leave may be used for the care of an immediate family member. Disability Leave may be granted for employees of qualified state retirement systems.

#### **341.6.1 Sick Leave for Part-time Employees**

Part-time employees working a regular or flexible schedule that average 21 hours or more per week shall earn sick leave per hour worked based on the same rate using 173.3 hr work month.

Employees working less than an average of 21 hours per month shall earn 1 hour of paid sick leave for every 40 hours worked.

#### **341.6.2 Sick Leave Carry Over**

Sick leave shall be cumulative from month to month and year to year for a maximum of 480 hours. Employees working less than an average of 21 hours per month shall carry over a maximum of 40 hours to the next year. Any unused sick leave exceeding the maximum shall be forfeited.

Unused sick leave shall be converted to compensation upon termination of employment as follows:

- Resignation or layoff = 25%.
- Disability, death, or retirement with less than 10 years of employment = 25%.
- Disability, death, or retirement with 10 or more years of employment = 50%.
- On Duty Death = 100%

### **341.7 BEREAVEMENT LEAVE**

In the event of a death of an immediately family member, up to five (5) days leave shall be granted by the Chief. Circumstances, travel time, and other considerations will be taken into account to determine the amount of leave time granted. Immediate Family = Spouse/Partner, Children, Mother, Father, Sister, Brother, or Grandparents.

### **341.8 EDUCATIONAL LEAVE**

Training or Educational courses that are in excess of one week in length (6 workdays including travel) may be granted by the Chief, up to two weeks in length (12 workdays including travel). Courses more than two weeks shall be by recommendation and justification by the Chief and as approved by the BOFC.



SAN JUAN COUNTY FIRE PROTECTION DISTRICT #2 MANUAL

Table 1. Policy revision tracking table. (Abbreviations: BOFC = Board of Fire Commissioners, FC = Fire Chief, FM = Finance Manager, PC = Policy Committee)

POLICY NO.	TYPE: TITLE	APPROVED	APPROVAL	REVIEWED	REVIEWER	REVISED	REVISION APPROVAL
	Chapter 2: Organization						
200	POLICY: Organizational Structure	2018-12-17	BOFC	2023-08-30	BOFC & FC		
201	POLICY: District Directives	2018-12-17	BOFC	2023-08-30	BOFC & FC		
204	POLICY: Training Policy	2018-12-17	BOFC	2023-08-30	BOFC & FC		
206	SOG: Post-Incident Analysis (PIA)	2018-12-17	BOFC	2023-08-30	BOFC & FC		
208	POLICY: Electronic Mail	2018-12-17	BOFC	2023-08-30	BOFC & FC		
210	POLICY: Solicitation of Funds	2018-12-17	BOFC	2023-08-30	BOFC & FC		
211	POLICY: Allowable Food and Beverage Expenses	2023-09-18	BOFC				
212	POLICY: Procurement Plan and Code of Conduct	2022-06-20	BOFC	2023-08-25	BOFC, FC, & FM	2023-09-18	BOFC
	Chapter 3: Personnel						
303	POLICY: Performance Evaluations	2018-12-17	BOFC	2023-08-30	BOFC & FC		
309	POLICY: Reporting for Duty	2018-12-17	BOFC	2023-08-30	BOFC & FC		
310	POLICY: Emergency Recall	2018-12-17	BOFC	2023-08-30	BOFC & FC		
316	POLICY: Personal Projects On-Duty	2018-12-17	BOFC	2023-08-30	BOFC & FC		

SAN JUAN COUNTY FIRE PROTECTION DISTRICT #2 MANUAL

POLICY NO.	TYPE: TITLE	APPROVED	APPROVAL	REVIEWED	REVIEWER	REVISED	REVISION APPROVAL
317	POLICY: Discriminatory Harassment	2018-12-17	BOFC	2023-08-30	BOFC & FC		
319	POLICY: Personnel Complaints, Internal	2018-12-17	BOFC	2023-08-25	BOFC & FC		
319A	SOG: Personnel Complaints, External	2023-08-07	FC	2023-08-30	BOFC & FC		
320	POLICY: Prohibition on Retaliation	2018-12-17	BOFC	2023-08-30	BOFC & FC		
321	POLICY: Discipline Sanctions, Volunteer Members	2018-12-17	BOFC	2023-08-25	BOFC & FC	2023-09-18	BOFC
323	POLICY: Grievance Procedure	2018-12-17	BOFC	2023-08-30	BOFC & FC		
324	POLICY: Workplace Violence	2018-12-17	BOFC	2023-08-30	BOFC & FC		
341	POLICY: Employee Leave Benefits	2022-11-21	BOFC	2023-08-25	BOFC, FC, & FM	2023-09-18	BOFC