Howard County Department of Fire and Rescue Services
INFORMATIONAL BULLETIN

INFORMATIONAL BULLETIN 2016.10
Changes to Anne Arundel County Fireground Operations
EMERGENCY SERVICES BUREAU

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MESSAGE

Please review the attached revision to the Anne Arundel County Fire Department OPM-2, Incident Scene Management. Changes are highlighted in the document and will become effective August 1st. This is a significant change towards the adoption of Standard Operating Procedures in their organization. Also attached is a quick reference card for Still Boxes and Box Alarms in hydrant areas. Non-hydrant areas and High-Rise operations are still under development.

ANNE ARUNDEL COUNTY FIRE DEPARTMENT

Standard Operating Procedure

Still Box

- 2 Engines
- 1 TK/TW/QNT
- 1 TK/TW/QNT/SQ
- 1 Battalion Chief

1st Due Engine

- Secure a Water Supply
- Normally position side Alpha.
- OIC - size up, BIR, Establish or pass command.
- Complete 360 & announce completion.
- Initiate appropriate investigative or suppression activity

2nd Due Engine

- Ensure continuous water supply to 1st due engine.
- (Serve as dump site Engine if needed)
- Assume command if it was passed.
- Assume the "2 in 2 out" function per OPM4. until relieved by RIT.
- Report to the 1st Due Engine and be prepared to advance a 2nd line to an area as directed by command.

1st Due TK/TW/QNT

- Position with first Due Engine (normally side Alpha)
- Assist 1st due with investigation/ mitigation.
- Perform needed Truck Co. functions with 1st Due Engine.

2nd Due Special Service

- Position (if possible) opposite side as First Due Special Service (normally side Charlie)
- RIT (w/driver)

ANNE ARUNDEL COUNTY FIRE DEPARTMENT

1st Due Engine
- Secure a Water Supply
- Normally position side Alpha.
- OIC - size up, BIR, Establish or pass command.
- Complete 360 & announce completion.
- Make obvious rescues.
- Initiate Fire Attack

2nd Due Engine
- Ensure continuous water supply to 1st due engine.
- Assume command if it was passed.
- Assume the "2 in 2 out" function per OPM4 until relieved by RIT.
- Report to the 1st Due Engine and be prepared to advance a 2nd line to an area as directed by command.

3rd Due Engine
- Position out of the way of responding units.
- RIT (w/driver)
- Conduct 360
- Determine all access points and best placement for ladders.
- Stage equipment, monitor talk groups, develop rescue plan.
- Announcement of RIT being Established.

4th Due Engine
- Establish a second water supply.
- Provide updated exterior size up of side opposite (normally Side Charlie) of the 1st Due Engine.
- Be prepared to advance attack line as directed by command.

5th Due Engine
- Ensure continuous water supply to 4th due engine.
- Be prepared to advance attack line as directed by Command or support existing operations at the discretion of the I/C.

Standard Operating Procedure

Box Alarm Hydrant Area
- 5 Engines
- 2 TK/TW/QNT
- 1 Squad
- 1 ALS
- 1 Battalion Chief
- 1 Safety Officer

1st Due TK/TW/QNT
- Position with first Due Engine (normally side Alpha)
- Ladder sides Alpha and Bravo.
- Perform truck company functions on the fire floor with the 1st Due Engine.
- Driver is responsible for Utility Control

2nd Due TK/TW/QNT
- Position (if possible) opposite side as First Due Special Service (normally side Charlie)
- Ladder sides Charlie Delta.
- Prepare to perform truck company functions in an area directed by command.

Squad
- Complete searches as needed
- Support existing operations at the discretion of the I/C
- Supplement RIT

ALS
- Position apparatus so unit may initiate transport if necessary
- Report to side of building where IC & RIT with stretcher and EMS equipment
- Provide care to injured civilians and responders.
- Prepare for Rehab
- Assist IC with Accountability or other functions

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INTRODUCTION

On February 28, 2003, the President issued Homeland Security Presidential Directive (HSPD)-5, which directs the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS). According to HSPD-5:

> This system will provide a consistent nationwide approach for Federal, State and local governments to work effectively together and prepare for, respond to and recover from domestic incidents, regardless of cause, size or complexity. To provide interoperability and compatibility among Federal, State and local capabilities, the NIMS will include a core set of concepts, principles, terminology covering the incident command system; multi-agency coordination systems; unified command; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking and reporting of incident information and incident resources.

The National Incident Management System has six components: Command and Management; Preparedness; Resource Management; Communications and Information Management; Support Technologies and On-going Management and Maintenance.

As a result of HSPD-5, the Anne Arundel County Government has adopted the NIMS ICS as a comprehensive approach to domestic incident management. The NIMS field operations guide, which will be the standard for the Anne Arundel County Fire Department, will be the June, 2004, (light blue cover) version of FIRESCOPE ICS 420.

The application of sound management principles to any undertaking which requires the coordination of various resources is paramount to the success of that undertaking. This concept is applied to our personal and professional lives every day. We manage our personal budgets, our own time and many other aspects of our own lives. Professionally we also manage our personnel and apparatus, the activities of our working days, our budget and our goals and objectives. We do this by applying the basic textbook management principles of planning, directing, organizing, coordinating, communicating, delegating and evaluating.

So should it be with emergency operations. The major difference between routine, day to day management and emergency management is the time frame for gaining control of the situation. Emergency operations still require the management of resources, goals and objectives, and activities in order to insure a satisfactory outcome. In other words, emergency operations still require planning, directing, organizing, coordinating, communicating, delegating and evaluating. Therefore, the same management process applied to our routine everyday operations can, and should, be applied to emergency operations.

This policy and procedure manual clearly spells out the incident scene management

process adopted by this department. It adopts the management principles previously mentioned and, because of its modular concept, can be applied to any incident regardless of the type or magnitude of that incident. As a function specific tool rather than a rank specific one, it is equally adaptable because anyone can fill any position assuming appropriate training for that position.

It shall be a matter of departmental policy that all personnel be familiar with this manual and fully functional in any position which he/she might reasonably be expected to fill.

PURPOSE & SCOPE

The Incident Management System is designed to control personnel, facilities, equipment and communications throughout an emergency operation. It is designed to begin developing from the time an incident occurs until the requirement for management and operations no longer exists. The structure of the Incident Management System can be established and expanded depending upon the changing conditions of the incident. The Incident Management System meets the following operating requirements necessary of any emergency management process:

I.   Management capabilities for:

        I.A   Single jurisdiction/single agency involvement

        I.B   Single jurisdiction/multi-agency involvement

        I.C   Multi-jurisdiction/multi-agency involvement

II.   Organizational structure adaptable to any emergency or incident to which fire protection agencies would be expected to respond.

III.   Applicable and acceptable to users throughout the region.

IV.   Readily adaptable to new technology.

V.   Ability to expand in a logical manner from an initial attack situation into a major incident.

VI.   Basic common elements in organization, terminology and procedures.

VII.   Implementation with the least possible disruption to existing systems.

VIII.   Effective in fulfilling all management requirements yet simple enough to insure low operational maintenance costs.

As such, the system can be utilized for any type or size of emergency ranging from a minor incident involving only a few units to a major incident involving several agencies. It is intended to be staffed and operated by qualified personnel from any emergency services agency and may involve personnel from a variety of agencies.

GENERAL GUIDELINES

I.   It shall be a matter of departmental policy that the Incident Management System be utilized at <u>all </u>emergency incidents.

II.   The Incident Management system shall be applied to drills, exercises, and other situations that involve hazards similar to those encountered at actual emergency incidents and to simulated incidents that are conducted for training and familiarization purposes

III.   When an incident is under the overall jurisdiction of an agency other than the fire department (law enforcement, military, etc.), fire department personnel shall utilize the incident command system to manage our operations and coordinate our activities with the agency having overall jurisdiction.

IV.   The safety of fire department personnel operating in hazardous conditions is the responsibility of all members of the department. Personnel shall monitor the safety of fellow crew members while operating in hazardous areas.

V.   Risk management principles shall be routinely employed by supervisor personnel at all levels of the incident management system to define the limits of acceptable and unacceptable positions and functions for all members at the incident scene.

V.A   COMPLEXITY ANALYSIS

Complexity analysis (risk benefit analysis) is a tool to help analyze elements of an incident. A listing of factors and a yes/no checklist can help document and organize the issues of an incident and determine if the existing management structure is appropriate for safe and effective management of an incident.

Many factors determine the complexity of an incident which may include:

-Threat to life and property.
-Resources threatened and values at risk.
-Political sensitivity, external influences.
-Area involved, jurisdictional boundaries.
-Agency policies.
-Weather and other influences.
-Resources committed and organizational complexity.
-Safety.
-Change in incident objectives, strategies, and tactics.

V.A.I. The Five Types of Incidents

There are five types of incidents based on complexity level.

Type 5

-The incident can be handled with one or two single resources with up to six personnel.

-Command and General Staff positions (other than the Incident Commander) are not activated.

-No written incident action plan (IAP) is required.

-The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.

-Examples include a vehicle fire, an injured person, or a police traffic stop.

Type 4

-Command Staff and General Staff functions are activated only if needed.

-Several resources are required to mitigate the incident, including a Task Force or Strike Team.

-The incident is usually limited to one operational period in the control phase.

-The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated.

-No written Incident Action Plan (IAP) is required, but a documents operational briefing will be completed for all incoming resources.

-The role of the agency administrator includes operational plans including objectives and priorities.

Type 3

When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident.
-Some or all of the Command and General Staff positions may be activated, as well as division/group supervisor and/or unit leader level positions.

-A Type 3 Incident Management Team (IMT) or incident command organization manage initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team.

-A written IAP may be required for each operational period.

Type 2

When the incident extends beyond the capabilities for local control and the incident is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources to effectively manage the operations, command and general staffing.

-Most or all of the Command and General Staff positions are filled.

-A written IAP is required for each operational period.

-Many of the functional units are needed and staffed.

-Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only).

-Divisions are established to geographically define an incident and facilitate work assignments.

-A qualified division/group supervisor is not required on divisions established for reasons other than span of control or other complexity factors.

-The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.

Type 1

This type of incident is the most complex, requiring national resources to safely and effectively manage and operate.

-All Command and General Staff positions are activated.
-Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1000.

-Divisions are established requiring division supervisor qualified personnel.

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-Branches need to be established.

-The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated.

-Use of resource advisors at the incident base is recommended.

-There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

VI.   Supervisors shall be alert to recognize conditions and actions that create a hazard within their span of control. All supervisors shall have the authority and responsibility to take immediate action to correct imminent hazards and to advise the appropriate supervisor regarding their actions.

VII.   All supervisors assigned to operations functions shall support the overall strategic plan, as directed by the incident commander, and shall work toward the accomplishment of tactical objectives.

VIII.   Where conflicting orders are received at any level of the incident management system, the individual receiving the conflicting order shall inform the individual giving the order that a conflict exists. If the conflicting order is required to be carried out, the individual giving the conflicting order shall so inform the individual who provided the initial order.

INCIDENT MANAGEMENT TEAMS

Incident Management Teams (IMT's) can be established on a Federal, State, departmental or regional basis. They provide a high level of Command and General Staff response to major incidents, such as:

- natural disasters;
- target hazards;
- terrorism, and;
- manmade disasters.

For local, regional and State teams they are known as:

- Type I and Type II teams are formed, trained and certified at the Federal and State levels.

- Type III - State or large metropolitan area level; multi-jurisdictional generally uses mutual aid agreement to define when team is activated.

- Type IV - County or fire district level; multi-agency/multi-jurisdiction.

- Type V - City or Township level; jurisdiction-specific or by mutual aid agreement.

The Anne Arundel County Fire Department participates in the Baltimore Regional Type III Team by assigning trained individuals to regional activations when requested by the Maryland Emergency Management Agency.

Incident Commanders operating in Anne Arundel County shall employ the Type IV Team concept on all incidents that cannot be quickly placed under control. Absent other directions from the Incident Commander, arriving officers shall be assigned the following responsibilities:

First Chief - Incident Commander;

Second Chief - Logistics Section Chief;

Duty Division Chief or Third Chief - Planning Section Chief;

Duty Deputy Chief - Assess situation, if appropriate, assume Command and reassign the Incident Commander to the Operations Section Chief position.

IMT Operational Briefing

The Operational Period Briefing (sometime referred to as the Shift Briefing) is conducted at the beginning of each operational period and allows the Operation Section Chief to present the Incident Action Plan (IAP) for the shift to personnel with supervisory responsibility in the operation section. This is a large group assembly of the operational resources that are committed to the incident. The operational briefing is concise and to the point.

In addition to the Operations Section Chief, the other members of the Command and General Staff as well as specific support elements, i.e., Communications Unit, Medical Unit, can provide important information needed for safe and effective performance during the shift.

The briefing is facilitated by the Planning Section Chief and follows a set agenda. An example of a widely used agenda is shown below.

I.   The IC (or Planning Section Chief) presents incident objectives or confirms existing objectives if still valid

II.   The current Operations Section Chief provides current situation assessment and accomplishments of the current shift

III.   The on-coming Operations Section Chief covers the work assignments and staffing of Divisions and Groups for the upcoming shift. The Operations Chief may conduct a role call of shift assigned resources.

IV.   Updates from Technical Specialist (weather, fire behavior, environmental) are provided to operational resources.

V.   The Safety Officer reviews specific risks to operational resources and the identified mitigations

VI.   If Special Operations are anticipated, for example, an Air Operations Branch Director briefs other operational resources on amount and capabilities of air resources, initial tasking, and how to contact air resources for operational support

VII.   Specific Section Chiefs or Unit Leaders (i.e. Communications Unit Leader, Medical Unit Leader) provide information specific to safe and efficient operations during the shift.

VIII.   The IC reiterates his/her operational concerns and directs resources to deploy.

IX.   The Planning Section Chief announces next Planning Meeting and Operational Shift Briefing times and adjourns the briefing

At the conclusion of the Briefing, operational resources meet with their supervisors for the field level briefing and are then deployed to operational work assignments.

AREA COMMAND

Area Command is used on major situations when two or more individual incidents are in the same geographical area and would draw on the same pool of resources. Area Command provides a decision making entity that will prioritize the incidents and dispatch resources per priorities set by the Incident Commander. Area Command may be established to oversee the management of multiple incidents that are being managed by an individual Incident Command System organization. An Area Command may also be used to oversee management of a very large incident such as an earthquake or hurricane, when multiple Incident Management Teams are deployed. An area command system generally includes the following components Command, Planning and Logistics - Operations is accomplished by the command systems in the area affected.

Area Command may often be a Unified Area Command, which would be used when all agencies having statutory responsibility form a unified command approach for a safe and effective conclusion. All agencies with statutory responsibility should be located in one command post. When practical, the Fire Department's Departmental Operations Center (DOC), located in Millersville, shall be used as the command post.

Some examples of incidents where area command may be utilized:

- Hurricane
- Earthquake
- Tornado
- Blizzard
- Multiple wildland fires
- Multiple terrorist attacks in a community

    Duties of the Area Command Organization:

- Set overall incident-related priorities
- Allocate critical resources based on incident priorities
- Ensure that all resources are managed properly
- Ensures incident objectives do not conflict with each other or agency policy

    Reporting relationships - all Incident Commanders in the affected areas report directly to the Area Incident Commander. Planning for all of the incidents must have a coordinated approach through Area Planning. All Logistics Section Chiefs will request resources through Area Logistics. Priorities are set by the Area Command Incident Commander and resources are distributed based on these priorities.

RESPONSIBILITIES OF COMMAND

To develop a well-orchestrated response to any incident, clear lines of authority, responsibility and accountability must be defined. To this end, the following policy shall provide direction and authority for the command function.

I.   Command Procedure

I.A   The effective functioning of all units and personnel at any incident requires clear decisive action on the part of an incident commander.

I.B   This procedure fixes responsibility for the command function and its associated duties on one individual at any time during an incident.

I.C   Command procedures are designed to accomplish the following:

I.C.1   Fix the responsibility for COMMAND on a certain individual.

I.C.2   Assure that strong, direct and visible command will be established as early as possible in the operation.

I.C.3   Establish an effective framework outlining the activities and responsibilities.

I.C.4   Provide a system for the orderly transfer of command to subsequent arriving authorities.

II.   Authority and Responsibility

II.A   Command responsibilities

I.A.1   Assume and confirm (announce to all units) command of an incident. Establish an incident command post in a visible area or location.

I.A.2   Assess incident priorities.

II.A.2.a   Life Safety (Firefighter/civilian)

II.A.2.b   Incident Stabilization

II.A.2.c   Property Conservation

I.A.3   Apply "Standardized Principles of Risk":

II.A.3.a   Activities that present a significant risk to the safety of members shall be limited to situations where there is a potential to save endangered lives.

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II.A.3.b   Activities that are routinely employed to protect property and the environment shall be recognized as inherent risks to the safety of members, and actions shall be taken to reduce or avoid these risks.

II.A.3.c   No risk to the safety of members shall be acceptable when there is no possibility to save lives, property or the environment.

I.A.4   Determine strategic goals.

II.A.4.a   In situations where the risk to fire department members is excessive as defined by the Standardized Principles of Risk noted above, activities shall be limited to defensive operations.

II.A.4.b   The Incident Commander shall ensure that any change in strategy is communicated to all affected supervisors.

I.A.5   Develop incident action plan.

I.A.6   Determine tactical objectives.

I.A.7   Develop appropriate organizational structure.

II.A.7.a   During incidents where multiple agencies may have significant responsibilities, a unified command may be required.

II.A.7.b   The Incident Commander shall initiate and maintain an inventory worksheet (incident command board) at the beginning of operations and maintain the system throughout operations. For greater details, refer to the Accountability OPM.

II.A.7.c   As incidents escalate in size and complexity, the Incident Commander shall divide the incident into tactical-level management units (divisions, groups, branches, etc.) to effectively manage the incident and maintain the span of control.

I.A.7.c.(1)   The Incident Commander shall announce the

establishment of tactical work units (divisions, groups, etc.) to all units operating on the incident.

I.A.8   Manage incident resources.

II.A.8.a   The Incident Commander shall maintain an awareness of the location and function of all companies or units at the scene of an incident. This shall be achieved by instituting and maintaining the Department's Personnel Accountability System throughout the incident.

I.A.9   Coordinate overall incident activities.

I.A.10   Ensure safety of on-scene personnel.

II.A.10.a   The Incident Commander shall integrate risk management into every facet of the incident management process.

II.A.10.b   The Incident Commander shall assign a Safety Officer to access the incident scene for hazards or potential hazards whenever the size/nature of the incident and/or the span of control limit the Incident Commander's ability to effectively monitor the safety function.

II.A.10.c   On all significant (2nd alarm & greater) and special operations incidents the Incident Commander shall assign an Incident Safety Officer.

II.A.10.d   The Incident Commander shall maintain an awareness of the location and function of all companies or units at the scene of an incident. This shall be achieved by instituting and maintaining the Department's Personnel Accountability System throughout the incident.

II.A.10.e   The Incident Commander shall assign an individual or crew to manage the accountability function.

II.A.10.f   The Incident Commander shall evaluate the risk to personnel and if necessary request a BLS or ALS unit to standby.

II.A.10.g   The Incident Commander shall ensure that any crew entering a "hazardous environment" must have visual, voice or signal line communications.

I.A.11   Review, evaluate, and revise the strategical/tactical plans as required.

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I.A.12 Initiate, maintain, and control incident communications.

I.A.13 Coordinate activities of outside agencies.

I.A.14 Authorize release of information to media.

I.A.15 Control access to the scene (Media, Civilians, etc.)

I.A.16 Assign Operations, Planning, Logistics and Finance functions based on the needs or complexity of the incident.

II.B Normal operating procedure

I.B.1 The 1st arriving company officer, acting officer or individual occupying that seat on the 1st arriving unit shall be responsible for, and shall have the authority to, exercise all command functions deemed reasonable and prudent until such time as he/she is relieved by senior authority.

I.B.2 The 1st arriving company officer, acting officer or individual occupying that seat on the 1st arriving unit shall:

II.B.2.a Perform a size-up in accordance with OPM: 2 - SIZE UP, page 20.

II.B.2.b Determine the appropriate goal(s) and objective(s).

II.B.2.c Assign tactical objectives as required, including support of automatic protection systems.

II.B.2.d Transmit a Brief Initial Report in accordance with OPM: 2 - BRIEF INITIAL REPORT, page 30.

II.B.2.e Determine the need for assistance and request such assistance as necessary.

III. Addressing the Command Function

III.A Passing COMMAND

I.A.1 May only be done by the 1st arriving company officer, acting officer, or individual occupying that seat on the 1st arriving unit.

I.A.2 May be done only after all other necessary command functions have been completed according to the BIR format. However, the responsibility, authority and accountability for the incident shall remain with the individual on the 1st arriving unit until properly relieved.

I.A.3   Shall be the result of a conscious decision by the company officer, acting officer or individual occupying that seat in the 1st arriving unit that he/she must necessarily commit him/herself to a tactical objective and, therefore, may not be in an appropriate position to adequately manage the incident.

I.A.4   When COMMAND is passed, the next arriving appointed officer must report to the scene rather than to Level I staging.

I.A.5   Shall not relieve the individual of the responsibilities for executing command functions until such time as he/she has been properly relieved. Until such relief, the individual shall be considered the Incident Commander.

III.B   Assuming COMMAND

I.B.1   Personnel shall not assume the role of Incident Commander prior to arriving on the scene.

I.B.2   Is the result of a conscious decision by the company officer, acting officer or individual occupying that seat in the 1st arriving unit that the incident requires immediate command and control, or that there are sufficient resources available to adequately handle the necessary tactical objectives. In this situation the Incident Commander must remain in a position to appropriately manage the incident.

I.B.3   Must be done by the company officer, acting officer or individual occupying that seat in the next arriving unit if COMMAND was initially passed.

I.B.4   May be done by the company officer, acting officer or individual occupying that seat in the 1st arriving unit if, after having already passed COMMAND, decides that assuming COMMAND is now warranted as a result of changes in the situation.

I.B.5   May be done by higher ranking officers as the incident dictates.

III.C   Considerations for passing/assuming COMMAND

I.C.1   Size & extent of the incident

III.C.1.a   Small or less complex incidents where your immediate assistance in a tactical operation would have a positive impact on the outcome might indicate the need to pass COMMAND. EX: Room and contents fire; a limited number of persons trapped; etc.

III.C.1.b   Investigating where the status reported is 'Nothing Evident.' This constitutes a tactical objective which might place you in an inappropriate position to adequately manage the incident should something go wrong. Passing COMMAND may be appropriate.

III.C.1.c   The magnitude or type of incident may require immediate command and control of resources. EX.: Significant hazmat incidents; structure fires requiring resources beyond the 1st

alarm assignment; many persons trapped or a large scale evacuation; mass casualty incidents; etc. Assuming COMMAND would be appropriate.

I.C.2   Availability of relief

III.C.2.a   If senior authority is close at hand, passing COMMAND may be appropriate.

III.C.2.b   If senior authority will be significantly delayed, assuming COMMAND may be appropriate.

I.C.3   Entry/standby team requirements

III.C.3.a   If required to serve on an entry/standby team in accordance with OPM: 4 - RAPID INTERVENTION, significant consideration should be given to the ability to appropriately command the incident. If command functions interfere with the ability to carry out the duties of an entry/standby team member as specified in OPM: 4 - RAPID INTERVENTION, the situation may indicate that COMMAND be passed.

III.C.3.b   If the immediate on-scene resources are sufficient to provide an entry and a standby team as well as an independent incident commander, assuming COMMAND may be appropriate.

IV.   Transfer of COMMAND

IV.A   Purpose - Transfer of COMMAND refers to the act of one individual relieving another individual of authority, responsibility and accountability as it pertains to the execution of the function of COMMAND on any given incident. The progressive Chain-of-Command principle shall be utilized.

I.A.1   Should an incident commander be of a non-officer grade, he/she shall be relieved as soon as practical by the 1st arriving officer.

I.A.2   The 1st officer to assume COMMAND shall retain COMMAND until formally relieved by a ranking officer. Ranking officers shall have the discretionary authority to relieve a subordinate officer of COMMAND. However, the senior officer present assumes accountability regardless of whether he/she takes COMMAND or not. The exception is officers dispatched to perform a specific function (e.g., Safety Officer, EMS Duty Officer, etc.)

IV.B   Transfer of COMMAND Procedure

I.B.1   At all times possible, transfer of command shall be done face to face. When a face to face transfer cannot be accomplished the incoming individual may assume COMMAND immediately, but should make every effort to gain the necessary information as soon as possible.

I.B.2   The individual preparing to assume COMMAND shall, at an appropriate moment, request a status report from the Incident Commander

I.B.3   The Incident Commander shall provide the incoming individual the following information:

IV.B.3.a   The current situation.

IV.B.3.b   Any injuries, loss of life, etc.

IV.B.3.c   Status of incident accountability.

IV.B.3.d   All current control efforts and the status of those efforts.

IV.B.3.e   The anticipated course of the incident.

IV.B.3.f   The location of on scene resources.

IV.B.3.g   Fire Hazard Survey (if applicable)

IV.B.3.h   Any other information pertinent to the incident.

I.B.4   When the incoming individual is fully prepared to assume COMMAND, he/she shall then formally relieve the current Incident Commander and reassign that individual as necessary.

I.B.5   All transfers of COMMAND shall be transmitted over the tactical channel.

SIZE-UP

The first in company officer, acting officer, or individual occupying that seat in the first arriving unit is faced with the need to make proper and reasonable decisions under immediate pressure of the emergency. The size-up system becomes a vital and necessary tool to have in this situation. This same system is also necessary for subsequent incident commanders as their need to make decisions varies with the dynamics of the incident. The following 5-point Size-Up System* shall be utilized when operating at an incident.

I.   FACTS (Facts that the situation presents)

I.A   Time of the incident
I.B   Location of the incident
I.C   Nature of the incident
I.D   Life Hazards
I.E   Exposures
I.F   Buildings, areas involved
I.G   Weather

II.   PROBABILITIES (Predictions based upon the existing situation)

II.A   Life hazards
II.B   Extent of the incident
II.C   Explosion potential
II.D   Collapse potential
II.E   Weather changes

III.   OWN SITUATION (Your resources and capabilities)

III.A Personnel and equipment on scene
III.B Availability and additional resources
III.C Available water supply
III.D Appropriate strategic mode
III.E Actions already taken

* Originally developed by:
Chief Lloyd Layman
Parkersburg Fire Department
Parkersburg, West Virginia

IV.   DECISION (Result of your analysis of items 1,2, & 3)

IV.A Apply Standardized Principles of Risk (See OPM 4)
I.A.1 Activities that present a significant risk to the safety of members shall be limited to situations where there is a potential to save endangered lives.

I.A.2 Activities that are routinely employed to protect property and the environment shall be recognized as inherent risks to the safety of members, and actions shall be taken to reduce or avoid these risks

I.A.3 No risk to the safety of members shall be acceptable when there is no possibility to save lives, property or the environment.

IV.B Develop strategic goals

IV.C Develop tactical objectives

V.   PLAN OF OPERATION

V.A Issue tactical assignments
V.B Coordinate activities
V.C Evaluate results
V.D Alter activities as necessary

An important component of obtaining the facts and determining the probabilities of an incident is completing a 360° survey. To gain as much information and to the fullest extent possible, the first arriving unit will complete a 360° survey of the structure and relay the following information:

   I.   Access/egress points
  II.   Number of stories
 III.   Smoke or fire conditions
  IV.   Any other pertinent information

At minimum, additional surveys will be completed by the incident commander and rapid intervention crew(s). Feedback at regular intervals is strongly encouraged due to the dynamic nature of incidents.

If an initial survey cannot be completed due to the size of the structure or complexity of the incident, this information must be communicated to other responding units and a survey subsequently assigned to other incoming units.

COMMUNICATIONS PROCEDURE

In accordance with the philosophy of the Incident Management System as adopted by the Anne Arundel County Fire Department, the value of effective yet simple communications procedures is clearly recognized. It is further recognized that effective incident scene communications is the responsibility of COMMAND and goes hand in hand with the sound execution of COMMAND functions. Fire Alarm, therefore, should be considered an integral part of the Incident Commander's resource pool.

I.   Status Message Encoders (SMEs)

I.A   Dispatched Units

I.A.1   All units shall depress the appropriate enroute status button. The 1st due or any unit responding alone shall give a verbal responding message including their destination. Suppression units shall include verbal staffing messages and depress the message button corresponding to the unit's total staffing level. Transmissions shall be acknowledged by Fire Alarm.

I.A.2   If a staffing error is made by a suppression unit, the correct message button should be depressed immediately. No verbal transmission is necessary unless that unit is 1st due or responding alone.

I.A.3   If a status error is made by any unit and there is a question as to whether or not that unit has been taken off the call, request that Fire Alarm check the status. Other status errors may be corrected by depressing the proper status button without a verbal transmission.

I.A.4   Verbal on location or staging transmission shall be made by all units on all calls, but only the 1st arriving unit will be acknowledged by Fire Alarm. The use of on location buttons are also required by all units on all calls.

I.A.5   Units directed to cancel or going available from a call should switch to channel A, then depress the on the air button.

I.B   Supplemental Responders

I.B.1   Supplemental responders are divided into 4 groups:

I.B.1.a Units responding in place of a unit previously dispatched.
I.B.1.b Units responding in addition to units previously dispatched.
I.B.1.c Units dispatched to assist previously dispatched units.
I.B.1.d Transfer companies.

I.B.2   All supplemental responders will go to the TAC channel and give a verbal "responding..." transmission unless Field Communications has been established. If a Field Communications unit has been established, supplemental responders will go to the Field Communications channel. Units must wait for acknowledgment before pressing the responding SME.

I.B.3   Units responding in place of a unit previously dispatched should give the following verbal transmission, "Unit XXX responding in place of Unit XXO with (staffing)." 1st due or any unit responding alone shall also include their destination. All units shall wait for an acknowledgment from Fire Alarm before depressing any buttons. This will allow the TAC operator to add the unit to the call.

I.B.4   Units responding in addition to units previously dispatched should give the following verbal transmission, "Unit XXX responding with Unit XXO with (staffing)." Wait for an acknowledgment from Fire Alarm, and then depress the appropriate SME.

I.B.5   If no acknowledgment is received or the TAC channel is unknown, go to ALPHA and request the TAC channel and advise Fire Alarm. WAIT for acknowledgment, switch to designated TAC channel and press the responding SME.

I.B.6   Units dispatched to assist previously dispatched units shall depress the appropriate SMEs only. Fire Alarm shall advise additional units of the appropriate TAC channel and notify the Field Communications Unit for 'All Hands' and additional alarm assignments.

I.B.7   Transfer companies, when leaving the home station, should give the following verbal transmission, "Unit XXX transferring to Station 00 with (staffing)", then depress SMEs in the following order:

I.B.7.a Status 2.
I.B.7.b Status 7.
I.B.7.c Status 6 upon reaching the 1st due area.
I.B.7.d Status 2 upon arrival at the station.
I.B.7.e When returning to the home station, the same procedure shall   be followed in reverse order.

I.C   Medical Functions

I.C.1   All medical units transporting patients should first depress the TO HOSPITAL button, and then advise Fire Alarm of the destination and patient priority.

I.C.2   Medical units operating on an assigned TAC channel and required to transport patients should first switch to channel B, and then follow the above procedure.
I.C.3   Medical units arriving at the hospital should depress the button corresponding to that hospital.

I.D   Out of Jurisdiction - When clearing a call, units out of 1st due area or Anne Arundel

County should depress Status 2 then Status 7. Upon arrival in the respective 1st due area depress Status 6. Upon reaching quarters, depress Status 1 or 2 as appropriate.

II.   The following procedures shall be used for communications on any and all incidents requiring the response of three (3) or more units, regardless of the type of units:

II.A   The first individual addressing the command function shall do so by identifying the incident and identifying the Field Communications Unit. This procedure is implemented to benefit both on-scene personnel and Fire Alarm by clearly separating each incident from any other incident which may be simultaneously occurring. Addressing the command function without identifying the COMMAND and the Field Communications Unit is an inappropriate procedure.

I.A.1   Exm a: Bldg. fire at North Arundel Hospital - Box 26-8a.
> "Lt. 26 is passing/assuming North Arundel Command. E-261 is Field Communications." or
> "Lt. 26 is passing/assuming Hospital Command. E-261 is Field Communications."

I.A.2   Exm b: Dwelling fire on Milton Ave. - Box 34-1
> "Battalion 1 is assuming Milton Ave. Command. PM-31 is Field Communications" or
> "Capt. 31 is passing/assuming Milton Command. E-311 is Field Communications."

I.A.3   Exm c: Rescue assignment near Southern High School with E-9 & PM-1 dispatched.
> "Lt. 9 assuming Southern High Command. E-91 is Field Communications." or
> "Lt. PM-1 passing/assuming Southern Command. E-91 is Field Communications."

II.B   The terminology for incident identification shall be left to the discretion of the Incident Commander. However, caution should be exercised so as not to use identifiers such as "Box 12-8 Command" or "Ritchie Hwy Command" or any other terms which might not clearly separate one incident from another. Remember - Humans assume COMMAND, not units. Units assume Field Communications, not humans.

II.C   All radio traffic to/from any incident to entities outside of the incident (such as Fire Alarm) shall be directed to/from the identified Field Communications Unit using its ID. No other units or elements shall be identified for the purpose of communications outside of the incident. In this manner, there will only be two (2) links in the communications chain: the unit identified as Field Communications and the external party.

II.D   Internal incident communications may be directed to/from any element on location in

accordance with the appropriate procedures. Face to face communications are always preferable. However, radio communications directed to/from established functional assignments shall use the appropriate functional title.

I.D.1   Exm a: Communications directed to/from the Incident Commander shall address '(ID) COMMAND', not 'Batt-1', 'Chief-1', 'Lt-26', etc.

I.D.2   Exm b: Communications directed to/from the individual assigned responsibility for all activities on the 1st floor of a structure shall address 'Division-1', not 'Chief-12', 'Lt-18', 'FF-T-26', 'Sector E', etc.

II.E   In order to keep incident scene communications to a minimum, the 'Command By Exception' principle should be utilized. This means that radio traffic directed to immediate supervisors should be limited as much as practical to:

I.E.1   Announcing the completion of an assigned objective.

I.E.2   Announcing when an assigned objective cannot be met.

I.E.3   Announcing identified safety problems.

I.E.4   Announcing the need for additional resources to accomplish an assigned objective.

I.E.5   Announcing other emergency or absolutely necessary information. In this situation the caller should immediately announce, "Emergency Traffic, Emergency Traffic," and then inform COMMAND of the situation.

II.F   Units assigned to respond on frequencies ECHO or FOXTROT shall remain on the assigned channel unless further directed by COMMAND. After the BIR all communications direct to Fire Alarm shall be done through the assigned Field Communications Unit on DELTA, the assigned Field Communications channel. All communications from Fire Alarm shall be directed to the Field Communications Unit on the assigned tactical channel. At COMMAND's earliest opportunity, he/she should direct the Field Communications Unit to switch to DELTA and advise Fire Alarm that it is "up on DELTA." In this manner all communications to and from the incident will then be on a field communications channel and not on the tactical channel.

II.G   Units assigned to respond on frequencies KILO or LIMA shall remain on the assigned channel unless further directed by COMMAND. After the BIR, all communications directed to Fire Alarm shall be done through the assigned Field Communications Unit on JULIETTE, the assigned field communications channel. All communications from Fire Alarm shall be directed to the Field Communications Unit on the assigned tactical channel. At COMMAND's earliest opportunity, he/she should direct the Field Communications Unit to switch to JULIETTE and advise Fire Alarm that it is "up on JULIETTE." In this manner all communications to and from the incident will then be on a field communications channel and not on the tactical channel.

II.H   GOLF and MIKE are command channels to be used at the Incident Commander's

discretion.

II.I   Units shall not request that Fire Alarm relay information. Information shall be communicated from unit to unit.

II.J   The Incident Commander shall be responsible for canceling assignments or placing units available according to the following:

I.J.1   Units responding on ECHO, FOXTROT, KILO, or LIMA:

> COMMAND shall announce the cancellation over the tactical channel.
>
> The Field Communications Unit shall first contact Fire Alarm on the assigned field communications channel and state:
>
> > Reason for cancellation.
> > What units will go available and what units will be held.

I.J.1   When the incident is to be terminated, COMMAND shall advise Fire Alarm: "All remaining units will become available when ready, and (ID) COMMAND is terminated."

III.   Emergency Communications Procedures (NFPA 1500, 8.19, subsections 4.3.11, 4.3.12, 4.3.13, 8.1.10.2, 8.1.11, 8.1.11.1)

III.A   The intent of this procedure is to provide personnel the ability to clear radio traffic in order to report information that will impact fire fighter safety or the operational effectiveness of an incident.

III.B   This "emergency traffic" shall be permitted to be declared by the incident commander, tactical level management component supervisor or member in trouble or subjected to emergency conditions.

III.C   The "Emergency Traffic" procedure shall not be confused with "Mayday" procedures, use for the rescue of trapped or lost fire fighters or "Signal 13" procedures, used when personnel are faced with a life and death situation that requires immediate law enforcement intervention.

III.D   Personnel unable to announce an emergency or transmit absolutely necessary information because of excessive radio traffic shall immediately announce "Emergency Traffic, Emergency Traffic" to clear all radio traffic and then transmit their message.

III.E   Upon hearing the radio message "Emergency Traffic, Emergency Traffic" all radio communications shall cease until the "all clear, resume radio traffic" message is given.

III.F   When an individual or unit has declared an emergency traffic message, that person shall use clear text radio message to identify the type of emergency, change in conditions or tactical operations.

III.G   The individual or unit that declared the emergency traffic message shall conclude the message by transmitting the statement "All clear, resume radio traffic" to end the emergency situation or re-open radio channels to routine communications.

III.H   Priority Safety Message - Procedure: When a life safety concern is identified on an emergency scene, it is imperative that the message be clearly relayed to all personnel operating on the scene. Many times during a working incident, radio transmissions can be unclear and missed by personnel. Occasionally, messages will be heard by Fire Alarm personnel and be missed or not understood by the incident commander and on location personnel.

III.I   When Fire Alarm is made aware of a safety concern on an incident scene, the following process will take place:

        Immediately broadcast an ALERT TONE and verbally announce "All units operating on Box XX-XX, Priority Safety Message: "Insert Message."

Examples are below:

1. Holes in the floor on the first floor.

2. Partial structural collapse on side Charlie.

3. Live wires down on the ground at the corner of side Bravo and Charlie.

4. In ground pool on side Delta.

A CAD note shall be placed in the incident documenting the Priority Safety Message.

When a responder on an incident becomes aware of a safety concern, their message can be transmitted in one of two ways through the Incident Commander to Fire Alarm.

1. The Incident Commander (IC) can request a "SINGLE ALERT TONE" to be transmitted on the TAC channel. This request shall be done through the FIELD COMMUNICATIONS channel. Once the alert is transmitted the IC can then verbalize their own message to units operating on the incident.

2. The Incident Commander (IC) can request a full Priority Safety Message to be

broadcast on the TAC channel by Fire Alarm, provided the message is known toFire Alarm.

IV. Supplemental Units on Calls

IV.A Units may add themselves to calls automatically under the following conditions:

• If a unit will be first arriving (i.e. a unit clears a call and is in the area, a unit is on the air out of their normal response area, etc.) on any call type.

• If a unit is in quarters or their first due area and a call is in their first due area where they were not originally dispatched.

If a suppression unit is understaffed (less than 3 personnel) an EMS unit from the same station may go to make up staffing (this will typically apply to HFE companies). If the station has more than one EMS unit assigned only one unit can go to assist.

IV.B   Generally, bidding on calls by any unit is highly discouraged. However, if the Officer in Charge (OIC) of a suppression unit believes they will be first or second arriving on a Box Alarm or Still Box, they may ask permission from the responding Battalion Chief or Command Officer. The OIC should relay where they are coming from and how they will arrive (first or second).

IV.C   Station 42, Calvert Stations 1 and 5, and Prince George Station 20 are allowed to add additional suppression units to Box Alarms in Station 9, 41 and 42 areas under the following circumstances;

IV.C.1. Must be added within the first 5 minutes of original dispatch.

IV.C.2. Must have at least two qualified personnel on the apparatus (except Tanker).

IV.C.3. Must be closer than 4th due Engine, 2nd due Truck, 1st due Squad, 3rd due Tanker,   respectively, as determined by the CAD/Tiburon Dispatch Matrix. Copies of the Dispatch Matrix will be distributed to affected companies.

IV.C.4. Must request permission to be added from the responding Battalion Chief or   Commanding Officer and should announce what unit they will be ahead of if possible.

IV.D   Once a unit arrives on location of a Box Alarm or Still Box, no bidding will be allowed.

IV.E   For Second Alarm or greater incidents, if you are closer than a

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dispatched unit, requests should be made on the field communications channel through Fire Alarm.

IV.E   Nothing in this directive shall preclude any person from using good judgement to provide the best possible service to the citizens we serve with due regard for the safety of all personnel.

BRIEF INITIAL REPORT

A primary role of the 1st arriving Incident Commander is to establish goals & objectives. A primary role of the additional responding units is to support the Incident Commander's goals & objectives by accomplishing specifically assigned tactical objectives. In order for this cooperation to work effectively it is important for the support units to have as close an idea as to what is occurring as does the Incident Commander. Therefore, the Incident Commander must act as the "TV camera" for the other units. His or her initial report of the situation must be concise, complete and accurate.

I.	A BIR (Brief Initial Report) shall be required on any and all incidents involving a response of multiple units regardless of the types of units. This procedure is particularly important where one or more units initially report to the scene and all other units stage away from the scene. The following elements, in the specific order listed, shall be included in the initial report of any and all incidents when such reports are required.

I.A	Unit ID arrived on location.

I.B	Location of unit in relation to the overall incident.

I.C	Description of situation found. Make a request for a Working Fire Dispatch if it appears that all resources will be committed with no back-up resources on scene.

I.D	1st unit's tactical assignment.

I.E	Other units' tactical assignment(s).

I.F	Request additional assistance if necessary & identify the Level II staging area.

I.G	Address the COMMAND function.

I.H	Identify the Field Communications Unit.

II.	An example cannot be provided for every type of situation. However, those provided should serve well to illustrate the appropriateness of the format. The unit assignments illustrated in these examples should not be interpreted as required tactical objectives, nor should they be interpreted as necessary unit assignments. Such matters are at the discretion of the Incident Commander and units not assigned specific tactical objectives by COMMAND should be staged.

II.A	Multiple units responding to a single story dwelling fire.

I.A.1	"E-1 on location."

I.A.2   "Side A of a single story, single family dwelling."

I.A.3   "Nothing showing."

I.A.4   "E-1 is investigating."

I.A.5   (No transmission is necessary at this time because all other units will stage in accordance with Level I procedures.)

I.A.6   (No transmission is necessary because no help is necessary at this time.)

I.A.7   "Lt. E-1 is (passing/assuming) (ID) COMMAND."

I.A.8   "E-1 is Field Communications."

II.B   Multiple units responding to a 2-story dwelling fire.

I.B.1   "E-1 on location."

I.B.2   "Side A of a 2 story, single family dwelling."

I.B.3   "Fire showing on the 1st floor, persons trapped on the 2nd floor. "This is an All Hands incident."

I.B.4   "E-1 is making an interior attack on the fire through side A."

I.B.5   "E-2 advance a line to the 2nd floor to protect the stairway and confine the fire."

I.B.6   "E-1 to Fire Alarm - Dispatch a 2nd Alarm. Level II staging area will be (ID location of staging area.)"

I.B.7   "Lt. E-1 is (passing/Assuming) (ID) COMMAND."

I.B.8   "PM-1 is Field Communications."

II.C   Multiple units responding to a High-Rise building fire.

I.C.1   "E-1 on location."

I.C.2   "Side 1 of a 10 story high rise."

I.C.3   "Smoke showing from side A at the 5th floor."

I.C.4   "E-1 is advancing to the 5th floor."

I.C.5 "E-2 support the standpipe/sprinkler system and assume Lobby Control.", "T-1 support E-1 on the 5th floor.", "E-3 establish staging on the 3rd floor."

I.C.6 "E-1 to Fire Alarm - Dispatch a 2nd and 3rd alarm. Base area will be (ID location of base area)."

I.C.7 "Lt E-1 is assuming Command."

I.C.8 "E-2 will be Field Communications."

II.D Multiple units responding to a Rescue Box involving motor vehicles.

I.D.1 "E-1 on location."

I.D.2 "SBL Ritchie hwy. near Waterford Rd."

I.D.3 "Two vehicles involved.", "One vehicle on fire, persons believed trapped in the other vehicle."

I.D.4 "E-1 will extinguish the fire."

I.D.5 "Sq-1 handle the extrication in the 2nd car.", "A-1 coordinate with Sq-1 to handle patient care."

I.D.6 (No transmission is necessary because no help is necessary at this time.)

I.D.7 "Lt. E-1 is assuming (ID) COMMAND."

I.D.8 "E-1 will be Field Communications."

II.E Multiple units responding to a Haz-Mat Box involving a motor transport vehicle.

I.E.1 "E-1 on location."

I.E.2 "SBL I-97 at Severn Run."

I.E.3 "One 6000 gallon tank truck overturned and leaking #2 fuel oil.", "Driver is believed trapped in the vehicle."

I.E.4 "Fuel spill is threatening Severn Run."

I.E.5 "E-1 will begin diking near the leak."

I.E.6 "Trk-1 handle the extrication of the driver.", "PM-1 coordinate with Trk-1 to handle

patient care.", "E-2 assist E-1 with diking.", "E-3 begin skimming operations on Severn Run."

I.E.7   "E-1 to Fire Alarm - Dispatch the MSP helicopter for a Medivac."

I.E.8   "Lt. E-1 is assuming (ID) COMMAND."

I.E.9   "E-1 will be Field Communications."

Apparatus Positioning

The following procedures are intended to serve as operational procedures for structure fire incidents in hydrant and non-hydrant areas. These procedures are not to be considered all-inclusive for emergency operations but are to be used as the primary guide in conjunction with the other applicable OPM's. The companies using these procedures must understand that multiple OPM's will be in use simultaneously and all members are required to apply the directives of the various procedures. Where applicable, other OPM's are referenced in the document.

This document will assign units specific tasks based upon the type of incident and order of dispatch. All units are required to complete the listed responsibilities based upon their position in the dispatch sequence. Not all fires, especially structure fires, are alike. It is imperative to understand that the following procedures provide a framework for operations but, if conditions or the situation dictates, may be changed at the discretion of the Incident Commander. The Incident Commander has the authority to deviate from the operating procedure if that is what is needed to bring the incident to a successful conclusion. The Incident Commander should be prepared to justify the reasoning for the decision at the conclusion of the incident.

It should also be understood that the entire operating procedure will not be implemented for every structure fire response. The vast majority of structure fire incidents are handled with less than the full complement of apparatus and personnel assigned and quite frequently with one engine and one truck or even less.   The Incident Commander has the authority to order the appropriate staging level (Level 1 or Level 2) based on the needs of the incident and in

accordance with OPM2.

The procedures listed incorporate the transitional attack method. The Department will use the transitional attack when it has been determined to be the quickest and safest way to apply water to the fire. First arriving unit officers will have the discretion and be able use a direct interior attack when environmental constraints and/or building layout prevent a transitional attack from being effective. It is important to remember we need to get water on the fire as quickly and as safely as possible. There will be conditions in which a direct interior attack will be faster, safer, and more effective than the transitional attack. Such conditions include:

- The fire is located on an elevated floor or in a remote location in which a hoseline stream would not be effective

- Fires known to involve electricity

- Fires known to be fueled by a continuous source of a hazardous gas

- Obvious trapped victims needing immediate rescue

- Smaller, incipient fires

The document only provides tasks for the dispatched first alarm assignment. Additional alarms, a working fire dispatch, or supplemental responding units, to include command officers, shall stage their apparatus uncommitted and report to the IC or designated staging area for assignment. Unit officers should refrain from requesting assignments over the radio. In no case should a unit or command officer "self-deploy", except to remedy an immediately demonstrable safety concern or to affect an obvious rescue. In such cases, the unit or command officer shall immediately notify the IC of their actions.

Finally, the importance of communication cannot be understated in the application of these procedures. After a response has been initiated, fire alarm will broadcast to companies, in

addition to the total staffing for the assignment, which company has RIT and,if the unit assigned as RIT is staffed with less than 3 personnel.

The application of these operating procedures will continue to use the, "order model." The procedures that follow dictate certain tasks take place. These procedures also anticipate certain companies operate in certain areas. This assists in the accountability of members. It is imperative to inform the IC if:

1. A task cannot be completed and why

2. There will be a delay in completing the task

3. The task has been completed.

4. More resources are needed to complete the task.

Finally, it is important to provide regular radio updates or "returns" to the IC to assist in their evaluation of the incident, how the incident is progressing, the need for additional resources, or the need to change strategy. This step also assists in the accountability function since certain companies are expected to be in certain places at certain times.

Still Box

FIRST DUE ENGINE

- Secure a water supply.

- Normally position side Alpha.

- OIC – size-up, BIR, establish or pass command.

- Complete 360 &announce completion.

- Initiate appropriate investigative or suppression activity.

SECOND DUE ENGINE:

- Ensure continuous water supply to 1st due engine.

- (Serve as dump site engine if needed)

- Assume Command if it was passed.

- Assume the "2 in 2 out" function per OPM 4 until relieved by RIT.

- Report to the 1st due engine and be prepared to advance a 2nd line to an area as directed by command.

FIRST DUE TK/TW/QNT

- Position with 1st due engine (normally side Alpha).

- Assist 1st due engine with investigation and mitigation.

- Perform needed truck company functions with 1st due engine.

SECOND DUE SPECIAL SERVICE

- If possible, position opposite side as first due special service (usually side Charlie).

- RIT (w/driver)

Box Alarm – Hydrant Area

FIRST DUE ENGINE

- Secure a water supply.

- Normally position side Alpha.

- OIC – size-up, BIR, establish or pass command.

- Complete 360 &announce completion.

- Make obvious rescues.

- Initiate fire attack.

SECOND DUE ENGINE:

- Ensure continuous water supply to 1st due engine.

- Assume command if it was passed.

- Assume the "2 in 2 out" function per OPM 4 until relieved by RIT.

- Report to the 1st due engine and be prepared to advance a 2nd line to an area as directed by command.

THIRD DUE ENGINE:

- Position out of the way of responding units.

- RIT (w/driver)

- Conduct 360

- Determine all access points and best placement for ladders.

- Stage tools and hose line, monitor talk groups, develop rescue plan

- Announcement of RIT being established.

FOURTH DUE ENGINE

- Establish a second water supply.

- Provide updated exterior size-up of side opposite (normally side Charlie) of the 1st due engine.

- Be prepared to advance an attack line as directed by command.

FIFTH DUE ENGINE

- Ensure continuous water supply to the 4th due engine

- Be prepared to advance an attack line as directed by Command or support existing operations at the direction of the Incident Commander

FIRST DUE TK/TW/QNT

- Position with 1st due engine (normally side Alpha).

- Ladder sides Alpha and Bravo.

- Perform truck company functions on the fire floor with the first due engine.

- Driver is responsible for utility control.

SECOND DUE TK/TW/QNT

- Position (if possible) opposite side as 1st due TK/TW/QNT (normally side Charlie.

- Ladder sides Charlie and Delta

- Prepare to perform truck company functions in an area directed by command.

SQUAD

- Complete searches as needed.

- Support existing operations at the direction of the I/C.

- Supplement RIT.

ALS

- Position apparatus so unit may initiate transport if necessary.

- Report to side of building where IC and RIT are located with stretcher and EMS equipment.

- Provide care to injured civilians and responders.

- Assist IC with accountability or other functions.

BOX ALARM – NON-HYDRANT AREA

- Currently under development.

UNIFIED COMMAND

        Unified Command is a team effort process, allowing all agencies with responsibility for an incident, either geographical or functional, to establish a common set of incident objectives and strategies that all can subscribe to. This is accomplished without losing or abdicating agency authority, responsibility or accountability.

        It is imperative that participating agencies have an understanding of the Incident Command System. Likewise, it is impossible to implement Unified Command unless agencies have agreed to participate in the process.

I.   Unified Command shall be <u>initiated any time two or more agencies</u>, having legal, political or jurisdictional responsibilities are operating on an incident.

II.   The Unified Command Post must be co-located for the Unified Command to be effective.

        II.A   There are two levels of coordination:

                II.A.1   Coordination with other members of the Unified Command Team. It is essential that all participants be kept mutually informed, involved and consulted.

                II.A.2   Coordination with higher authorities, agency administrators (Governor, County Executive, Mayor, City Managers, Chief Administrative Officers, etc...). It is important to keep their respective authorities well informed and confident that the incident is being competently managed.

III.   Unified Command Meeting

        III.A   The meeting should only include agency IC's; should be brief - with important points documented; and the following potential agenda items should be understood and the IC's should be prepared to discuss:

                III.A.1   Jurisdictional/agencies priorities and objectives.

                III.A.2   Presenting jurisdictional limitations, concerns and restrictions.

                III.A.3   Developing a collective set of incident objectives.

                III.A.4   Establishing and agreeing on acceptable priorities.

                III.A.5   Adopting an overall strategy or strategies to accomplish objectives.

                III.A.6   Agreeing on the basic organizing structure.
                III.A.7   Designating the best qualified and acceptable Operations Section Chief.

III.A.8   Agreeing on General Staff personnel designations and Planning, Logistics and Finance/Administration agreements and procedures.

III.A.9   Agreeing on the resource ordering process to be followed.

III.A.10 Agreeing on informational matters.

III.A.11 Designating one agency official to act as the Unified Command spokesperson - the spokesperson may change as the incident evolves and agency participation increases or decreases. This person is not the sole decision, but does provide a point of contact for the Command and General Staff.

BRIEF PROGRESS REPORT

I.   A BPR (Brief Progress Report) is essential to any ongoing incident as it keeps all concerned parties abreast of a dynamic situation. The BIR provides information which:

I.A   Allows Fire Alarm latitude in filling vacant stations.

I.B   Updates Duty Deputies.

I.C   Updates the PIO.

I.D   Permits continuous documentation of an ongoing incident.

II.   A BPR shall be required on any and all incidents which initially required a BIR, except as noted in the below examples. As a reminder, the Incident Commander shall be provided with reports of elapsed time-on-scene at emergency incidents in 10-minute intervals from Fire Alarm, until reports are terminated by the Incident Commander. The 1st BPR shall be transmitted at approximately 10 minutes after the arrival of the first unit. Thereafter, BPR's shall be transmitted at intervals deemed appropriate by the Incident Commander, but in no case should an interval exceed 30 minutes. The BPR shall consist of the following information:

II.A   Description of the current situation.

II.B   Description of current tactical objectives.

II.C   Status of resource needs including requests for a Rapid Intervention Team if necessary.

II.D   Length of time holding units from 1st unit to the last unit.

II.E   Completion of the Primary & Secondary search

III.   An example cannot be provided for every type of situation. However, those provided should serve well to illustrate the appropriateness of the format.

III.A   Multiple units responding to a 2 story dwelling fire.

                "E-1 (FCU) to Fire Alarm."

I.A.1   "We are in an offensive mode & the situation is being brought under control."

I.A.2   "S&R has been completed and an interior attack is underway."

I.A.3   "No need for additional resources is anticipated." (except a Rapid Intervention Team if necessary), "All units will be committed for about 1 hour."

III.B   Two units responding to a medical emergency in a structure: Under normal conditions no BPR is necessary. However, should the incident escalate, BPRs would become appropriate.

III.C   Multiple units responding to a High-Rise building fire.

"E-2 (FCU) to Fire Alarm"

I.C.1   "Fire is contained on the 5th floor with heat damage on the 6th floor.", "All occupants have been evacuated with no injuries."

I.C.2   "An interior attack is underway and ventilation on upper floors is also underway."

I.C.3   "Two additional alarms will be needed for crew relief and rotation."(including a Rapid Intervention Team if necessary)

I.C.4   "Units will be committed for approximately 3 hours."

III.D   Multiple units responding to a Rescue Box involving motor vehicles.

"E-1 (FCU) to Fire Alarm"

I.D.1   "Fire has been extinguished & all victims have been extricated."

I.D.2   (No information is necessary here.)

I.D.3   "No additional resources are required."

I.D.4   "All units except A-1 will come available within 15 minutes."

III.E   Multiple units responding to a Haz-Mat Box involving a motor transport vehicle.

"E-1 (FCU) to Fire Alarm"

I.E.1   "Extrication of 1 victim is progressing.", "Diking is underway but some product has gotten into the Severn Run.", "Spill containment will take about ½ hour."

I.E.2   "Diking will continue and efforts are underway to limit the exposure to Severn Run.", "We are going to attempt to transfer the product to another vehicle."

I.E.3   "Dispatch a unit to handle a landing site of the MSP helicopter.", "Notify DNR and the Department of the Environment."

I.E.4   "All units will be committed for a minimum of 2 hours."

SEARCHES

The primary objective of fireground operations is to locate and remove potentially trapped occupants from danger. While this is always our first objective, the best tactical tool for accomplishing this objective is the rapid application of water streams on burning surfaces. For this reason it is important that the first arriving engine and truck company coordinate efforts.

Typically at least two (2) searches are completed during an incident; primary and secondary. The primary search is conducted to find savable occupants and is typically conducted under hostile conditions. The secondary search is usually completed after the fire is knocked and ventilation is started. The primary and secondary searches should be conducted by different crews.

Communication on the fireground is always crucial. When a unit arrives on the scene and gives their BIR, information should be relayed about occupants if known.

For example (but not limited to):
- Occupants are reporting everyone is out of the house.
- There are vehicles in the driveway
- Neighbors are reporting someone is in the house

We should always assume that a structure is occupied until primary and secondary searches are completed.

Units conducting the appropriate search should report back to Command when an occupant is located or the search is completed. When a search is completed and no occupants have been located the proper terminology used should be that "the primary or secondary search is negative".

STAGING

The purpose of staging is to provide a standard system of resource placement prior to tactical assignments. Failure to utilize such a system will result in added confusion on the incident scene and units determining their own tactical assignments. Incident commanders will lose tract of their resources resulting in poorly applied resources; priorities being overlooked; the inability to oversee personnel safety; and a general lack of accountability. The following policy addresses two staging requirements; Level I - the initial response involving multiple units, and Level II - the response of multiple units beyond the initial response.

I.   Level I Staging - Utilized by responding units up to and including a full 1st alarm assignment.

I.A   1st alarm units.

I.A.1   When directed to Level 1 staging, companies will continue to appropriately position apparatus in accordance with operating procedures listed herein.

        I.A.2 Engine companies will continue to secure a continuous water supply

        I.A.3 TK/TW/QNT companies will continue to appropriately position apparatus in accordance with their position in the running assignment.

        I.A.4 Companies assigned as "rapid intervention" will report to a suitable location for that role.

        I.A.5 All personnel will remain with their apparatus until given a tactical assignment by the IC.

        I.A.6 Upon arrival at this location unit commanders
shall transmit, "(Unit ID) is staged (ID the location)." This message will inform the Incident Commander that the unit is ready for assignment

II.   Level II Staging - Utilized by all responding units beyond the 1st Alarm assignment.

II.A   Level II staging shall utilize an area suitable to park, organize and coordinate the anticipated response of additional resources.

I.A.1   COMMAND, upon requesting additional resources, shall inform Fire Alarm of the designated location of the Level II staging area.

I.A.2   The 1st unit commander arriving at the Level II staging area, and without orders to the

contrary, shall assume the duties of the Staging Area Manager or the Base Manager.

I.A.3   Communications to and from the incident scene and the Level II staging area will be directly between COMMAND/OPERATIONS and the Staging Area Manager. Requests for assignment of units from Staging shall be directed from COMMAND/OPERATIONS to the Staging Area Manager. No unit shall take any action except as directed by the Staging Area Manager.

I.A.4   Communications to and from the incident scene and the base area shall be directly between COMMAND/LOGISTICS and the Base Manager.

II.B   Duties of the Staging Area Manager

I.B.1   Identify the staging area by use of warning lights. All other units shall turn off all lights.

I.B.2   Log in all responding resources and notify COMMAND/OPERATIONS of available resources in accordance with the Accountability OPM.

I.B.3   Park apparatus in such a manner as to avoid congestion and facilitate movement.

I.B.4   Dispatch resources as directed by COMMAND/OPERATIONS. Directions to resources should be verbal so as not to tie up radio frequencies.

I.B.5   Maintain a level of resources in staging as directed by COMMAND.

I.B.6   Coordinate with police to insure access and security of the staging area.

I.B.7   Any other duties as outlined in OPM: 2 - FUNCTIONAL DUTIES & RESPONSIBILITIES, Page 29.

III.   BASE - Utilized when necessary to separate resources ready for immediate deployment from those which will not be utilized.

III.A   Base shall utilize an area suitable to park organize and coordinate resources (typically apparatus) which will not be utilized during the duration of the incident.

III.A.1   COMMAND, upon requesting additional resources, shall inform Fire Alarm of the necessity to create Base and the location of the Base Area.

III.A.2   The 1st unit commander arriving at the Base Area, and without orders to the contrary, shall assume the duties of the Base Manager.

III.A.3. Communications to and from the incident scene and the Base Area shall be directly between COMMAND/LOGISTICS and the Base Manager.

III.B   Duties of the Base Manager

I.B.1   Identify the Base Area by the use of warning lights. All other units shall turn off all lights.

I.B.2   Log in all responding resources.

I.B.3   Park apparatus in such a manner as to avoid congestion and facilitate movement.

I.B.4   Direct personnel resources to report to the Staging Area Manager.

I.B.5   Coordinate with police to insure access and security of the Base Area.

I.B.6   Post areas for identification and traffic control.

IV.   CAMPS - Incident location where resources may be kept to support incident operations. Camps differ from Staging Areas in that essential *support* operations are done at Camps, and resources at camps are not always immediately available for use. Not all incidents have camps.

        IV.A.1   Ensure that all sanitation, shower and sleeping facilities are established/functioning.

        IV.A.2   Supervise facility maintenance and provide security for Camp.

        IV.A.3   Ensure strict compliance with all applicable safety regulations.

        IV.A.4   Centrally coordinate all Base to Camp communications and transportation.

SECTORING

For the purpose of maintaining an effective span of control, it is necessary to manage personnel according to the geographic area in which they are functioning, and/or the specific tasks assigned them. An effective span of control is determined by the ability of each supervisor to monitor the activities of assigned subordinate and to communicate with them. Normally, this is from three to seven people reporting to one supervisor with an optimum number of five persons per supervisor.

I.   Groups - When managing a specific task, two or more units assigned to that task and under the command of a single supervisor become a 'Group'. Examples of Groups are Water Supply Group, Ventilation Group, Decontamination Group, etc. A Group represents units put together to accomplish a single task regardless of where that task needs to be done. Persons assigned to supervise a Group shall be identified by their task assignment. Examples are: "COMMAND to Water Supply Group", "Operations to Entry Group", etc.

II.   Divisions - When two or more units are expected to accomplish all tasks within a specified geographic area, they may be placed under a single supervisor and are then considered a 'Division.' A Division is responsible for accomplishing all required tasks within a specified geographic area. General guidelines for geographic sectoring are as follows.

II.A   Structures:

I.A.1   When so defined as a managed area, the interior floor area of a structure shall be known as a "Division" and shall be identified by its floor number. Ex.: The 5th floor of a structure would be identified as "Division 5." A single story structure would only have a "Division 1."

I.A.2   The roof shall be designated "Roof Division."

I.A.3   The basement shall be designated "Basement Division."

I.A.4   Unusual areas such as multiple sub-basements, mezzanines, etc. shall be designated as Divisions and shall be identified at the Incident Commander's discretion.

I.A.5   Personnel assigned to supervise a geographic area shall be designated as, and identified by, that geographic area. EX.: The supervisor of the interior of a single story structure would be identified as "Division 1."

> NOTE: Letters designate areas on the outside of a structure and numbers designate areas on the inside of a structure.

Examples of Structural Sectoring:

Exposure C

Side C

Exposure
B

Side B

Involved
Structure
Side A

Side D

Exposure
D

Front
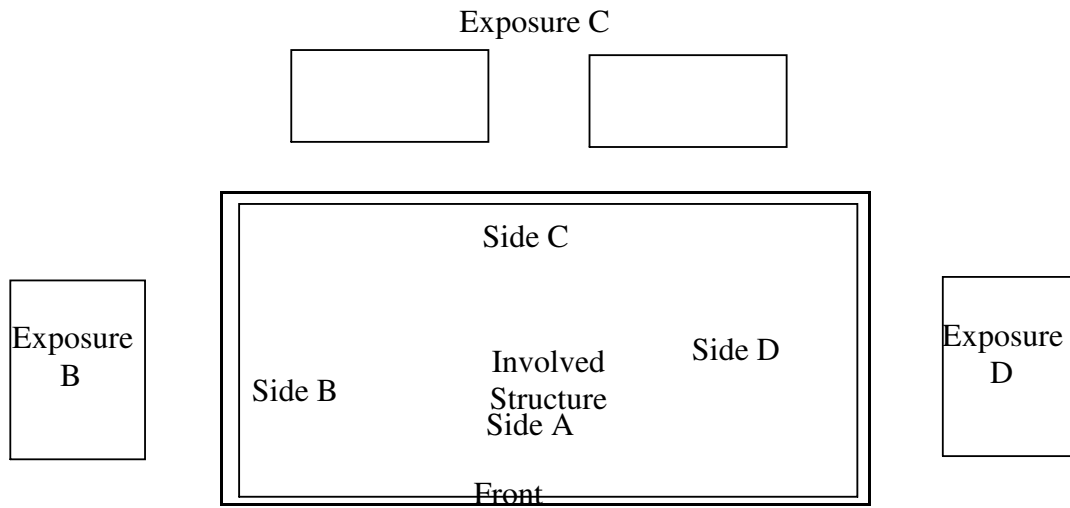
Figure 1: Sides & Exposures

Roof Division

| 5th Floor Division 5 |
| 4th Floor Division 4 |
| 3rd Floor Division 3 |
| 2nd Floor Division 2 |
| 1st Floor Division 1 |
| Basement Division |

Exposure B
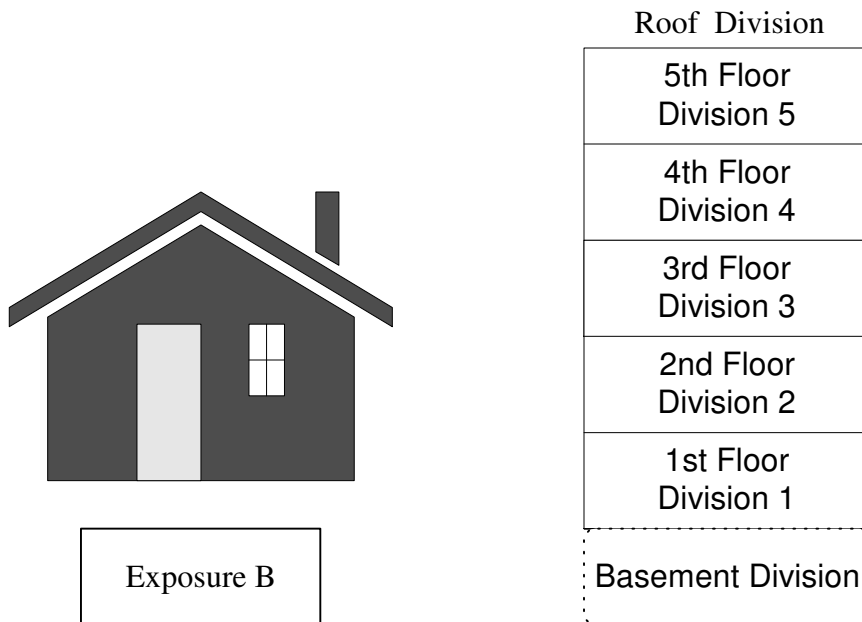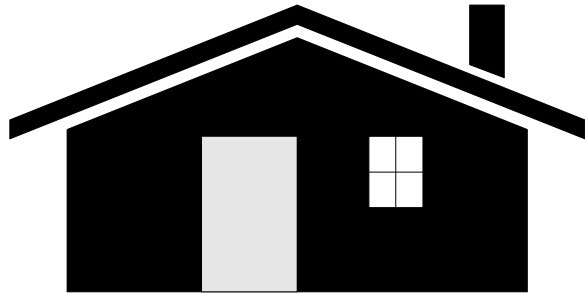
Single Story
Division 1
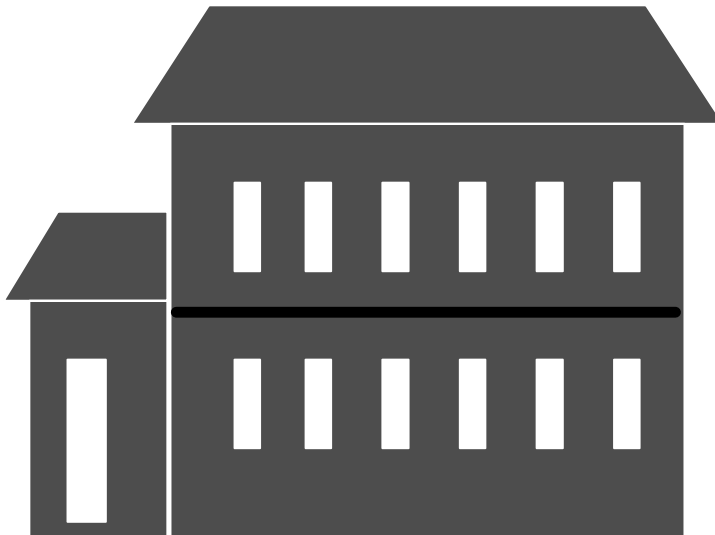
2nd Floor
Division 2

1st Floor
Division 1

II.B   Open Areas :

Division A
3 Companies

RR

Division B
3 Companies

Division C
5 Companies

Hwy

FIRE AREA
10 ACRES
BRUSH
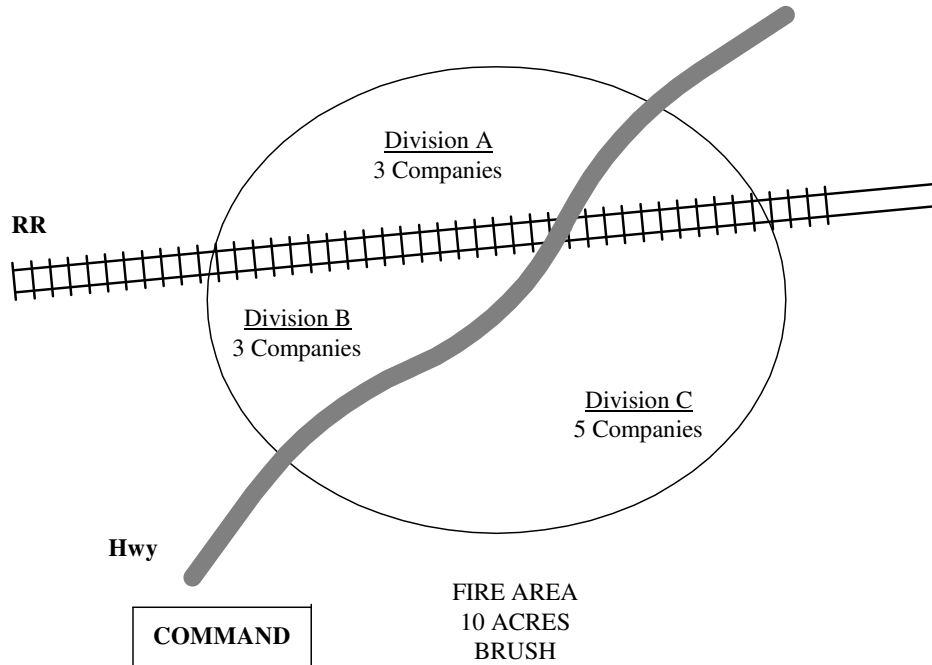
COMMAND

I.B.1   Geographic areas necessary to maintain command and control should be established using natural dividing lines such as roads, creeks, rail road beds, etc., whenever possible.

I.B.2   These established areas shall be designated as 'Divisions' and shall be identified alphabetically. EX: A brush fire divided into three (3) separate areas of control would be designated 'Division A,' 'Division B,' and 'Division C.'

I.B.3   Personnel assigned to supervise a geographic area shall be designated as, and identified by, that geographic area. EX: The supervisor of the fire area designated as 'Division A' would be identified as 'Division A.'

Examples of Open Area Sectoring:

Hwy.

Exposures: Schools,
Hospitals, etc.

Division A

Exposures: Homes, Apts.

Division B

Roadway

Spill

Wind Direction

OPM 2 – INCIDENT SCENE MANAGEMENT
Revised 06/21/2016
ISM -53
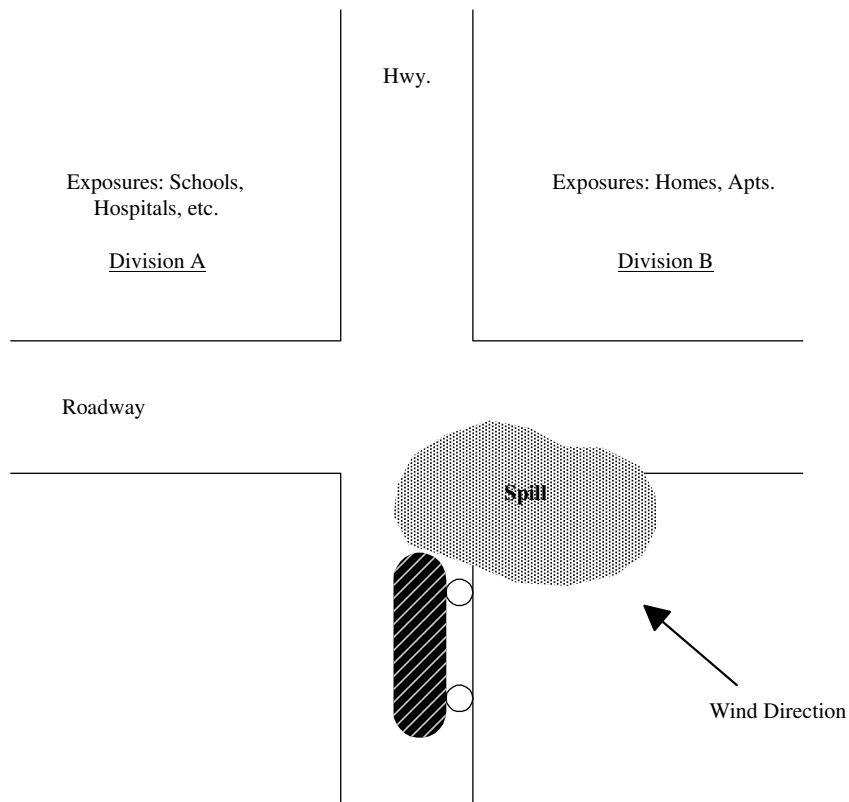
It is important to note that sectoring geographically or functionally means delegating management functions. Divisions and Groups do not exist unless so delegated by COMMAND/OPERATIONS.

III.   Functional Identification:

III.A   All Battalion vehicles, operational and staff officers are supplied with a variety of vests which clearly identify any function which might be assigned. Vests are color coded as follows:

I.A.1   General Staff - Light Blue
I.A.2   Command - Dark Blue
I.A.3   Command Staff - Orange
I.A.4   Division/Group Supervisors - Black
I.A.5   Staging/Base Manager - Green
I.A.6   Branch Director - Red

III.B   Each vest contains a card which identifies the relationship of that function within the Incident Management System and identifies the primary responsibilities of that function.

III.C   Day to day use of vests during routine operations shall be at the discretion of the Incident Commander, however, on any 2nd alarm or greater vests shall be issued and worn as follows:

            By the Incident Commander on any incident.
            By the designated Safety Officer.
            By the PIO.
            By any designated Sector Chief

III.A   All Battalion Vehicles are also equipped with a flashing green strobe light mounted on the roof of the vehicle. This light helps identify the command post during large scale incidents and shall be used on all incidents where the command function is utilized.

FUNCTIONAL DUTIES AND RESPONSIBILITIES

Sound incident scene management requires clear lines of authority and responsibility. As such it is imperative that all personnel assigned to a function be familiar with the duties and responsibilities of that function. The purpose of this section is to provide a clear definition of the duties and responsibilities of each function.

The safety and survival of our personnel shall be a constant consideration in any decision making process. As such, risk management principles shall be routinely employed by supervisor personnel at all levels of the incident management system to define the limits of acceptable and unacceptable positions and functions for all members at the incident scene.

INCIDENT COMMANDER

I. Obtain incident briefing from the prior Incident Commander.

II. Assess the incident situation.

III. Conduct the initial briefing.

IV. Activate the necessary elements of the Incident Scene Management System.

V. Brief the command staff and the section chiefs.

VI. Approve and authorize the implementation of an incident action plan.

VII. Review, evaluate, and revise the strategical and tactical plan as required.

VIII. Initiate, maintain, and control incident communications.

IX. Determine all information needs and inform the command personnel of these needs.

X. Coordinate staff activity.

XI. Manage incident operations.

XII. Approve requests for additional resources and request the release of resources.

XIII. Authorize the release of information to the news media.

XIV. Approve the plan for demobilization.

<u>SAFETY OFFICER</u>

The Safety Officer, a member of the command staff, is responsible for monitoring and assessing hazardous and unsafe situations, and developing measures for assuring the safety of all personnel. Although the Safety Officer may exercise authority to stop or prevent any unsafe acts when immediate action is required, the Safety Officer will generally correct unsafe acts or conditions through the proper line of authority. At all times the Safety Officer must be aware of active and developing situations.

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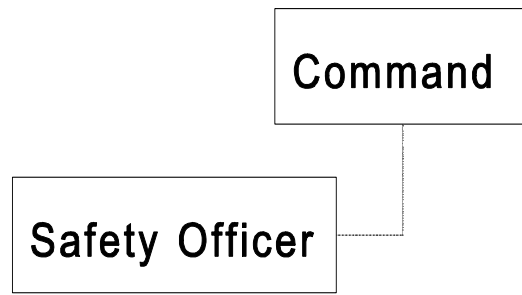
I.   Obtain briefing from the Incident Commander.

II.   Identify hazardous situations associated with the incident.

III.   Identify potentially unsafe situations.

IV.   Exercise emergency authority to stop and prevent unsafe acts.

V.   Investigate accidents that have occurred within incident areas.

VI.   Whenever possible and practical, ensure PASS devices are activated.

VII.   Monitor crew integrity and personnel accountability, making necessary recommendations to ensure such integrity and accountability.

VIII.   Provide a written report at the conclusions of an incident that includes pertinent information about health and safety issues at the incident.

LIAISON OFFICER

The Liaison Officer, a member of the command staff, is the point of contact for the assisting and cooperating agency representatives. This includes representatives from other fire agencies, Red Cross, law enforcement, public works, engineering organizations and all others. The Liaison Officer will be from the jurisdictional agency.

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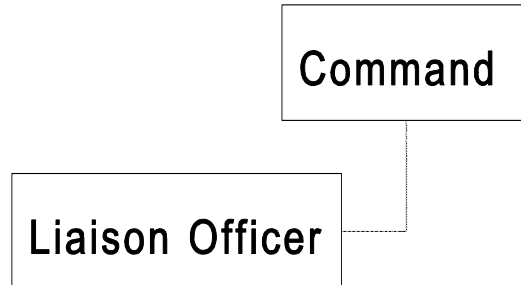
I.   Obtain briefing from Incident Commander.

II.   Provide a point of contact for assisting/cooperating agency representatives.

III.   Identify agency representatives from each agency, including communications link and location.

IV.   Respond to requests from incident personnel for inter-organizational contacts.

V.   The Liaison Officer shall identify current or potential interagency needs.

VI.   Monitor incident operations to identify potential inter-organizational problems.

PUBLIC INFORMATION OFFICER

The Public Information Officer, a member of the command staff, is responsible for the formulation and release of information about the incident to the news media and other appropriate agencies and organizations. When the intelligence/information function is utilized, the intelligence function has the responsibility for coordinating information and operational security matters with public awareness activities that fall under the responsibility of the PIO, particularly where such public awareness activities may affect information or operations security.

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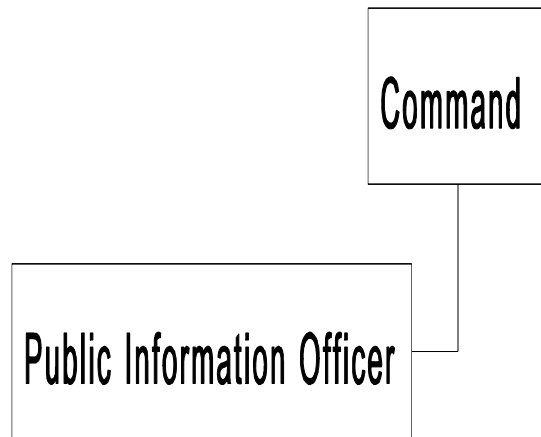
I.   Obtain briefing from the Incident Commander.

II.   Establish a single incident information center whenever possible.

III.   Prepare an initial information summary as soon as possible after arriving on location.

IV.   Observe any constraints that the Incident Commander may impose on the release of information.

V.   Obtain approval for releasing information from the Incident Commander.

VI.   Release news to the news media and post information in the Command Post and other appropriate locations.

VII.   Attend meeting to update information releases.

VIII.   Respond to special requests for information.

IX.   Provide for photo/video opportunities where safe and appropriate.

The Operations Section Chief, a member of the general staff, is responsible for the management of all operations directly applicable to the primary mission. Operations functions shall refer to those tactical components of the incident management system that are directly involved in rescue, fire suppression, emergency medical care, special operations, and other activities that are within the primary mission of the fire department. The Operations Section Chief activates and supervises organizational elements in accordance with the incident action plan and then directs its execution. The Operations Section Chief also directs the preparation of unit operational plans, requests or releases resources, makes expedient changes to the incident action plan as necessary and then reports such to the Incident Commander.

I.   Obtain briefing from the Incident Commander.
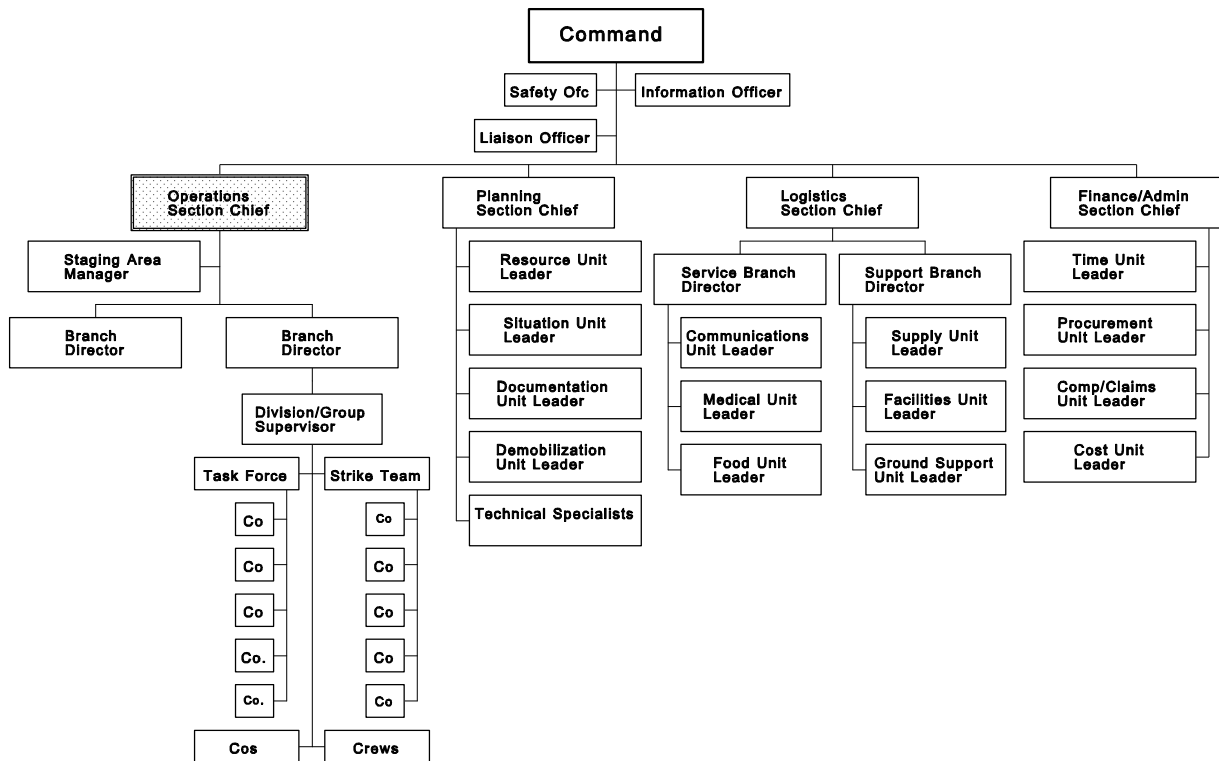
II.   Develop the operations portion of the incident plan.

III.   Brief and assign operations personnel in accordance with the incident action plan.

IV.   Supervise operations.

V.   Determine needs and request any additional resources.

VI.   Review the suggested list of resources to be released, and make a recommendation for the release of resources.

VII.   Assemble and disassemble the strike teams assigned to the operations section.

VIII.   Report information about special activities, events and occurrences to the Incident Commander.

IX.   The Operations Chief shall ensure that any change in strategy is communicated to all affected supervisors.

STAGING AREA MANAGER

The Staging Area Manager is responsible for managing all activities within a staging area.

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Operations Section Chief	Planning Section Chief	Logistics Section Chief	Finance/Admin Section Chief

| Staging Area Manager | Resource Unit Leader | Service Branch Director | Support Branch Director | Time Unit Leader |

Branch Director | Branch Director

Division/Group Supervisor

Task Force | Strike Team

Planning:
- Resource Unit Leader
- Situation Unit Leader
- Documentation Unit Leader
- Demobilization Unit Leader
- Technical Specialists

Logistics Service Branch Director:
- Communications Unit Leader
- Medical Unit Leader
- Food Unit Leader

Logistics Support Branch Director:
- Supply Unit Leader
- Facilities Unit Leader
- Ground Support Unit Leader

Finance/Admin:
- Time Unit Leader
- Procurement Unit Leader
- Comp/Claims Unit Leader
- Cost Unit Leader

Task Force: Co, Co, Co, Co., Co. → Cos
Strike Team: Co, Co, Co, Co, Co → Crews

I.   Obtain a briefing from the Incident Commander/Operations Section Chief.

II.   Proceed to the staging area.

III.   Establish a staging area layout.

IV.   Determine the support and security needs for equipment, feeding and sanitation for personnel.

V.   Obtain Accountability Control Board (Accountability OPM-4)

VI.   Establish a check-in function as appropriate. (Place two (2) traffic cones to identify area)

VII.   Post areas for identification and traffic control.

VIII.   Request maintenance service for equipment at the staging area as appropriate.

IX.   Respond to requests for resource assignments. (Note: Requests may be direct from Operations or via the Incident Communications Center.) Upon assigning personnel, the Staging Manager shall ensure that PATs & Collector Rings accompany crews/companies to accountability points.

X.   Obtain and issue receipts for radio equipment and other supplies distributed and received at the staging area.

XI.   Report resource status changes as required.

XII.   Maintain the staging area in orderly condition.

XIII.   Demobilize the staging area in accordance with the incident demobilization plan.

The Branch Directors are under the direction of the Operations Section Chief and are responsible for the implementation of the portion of the incident action plan appropriate to the branches.
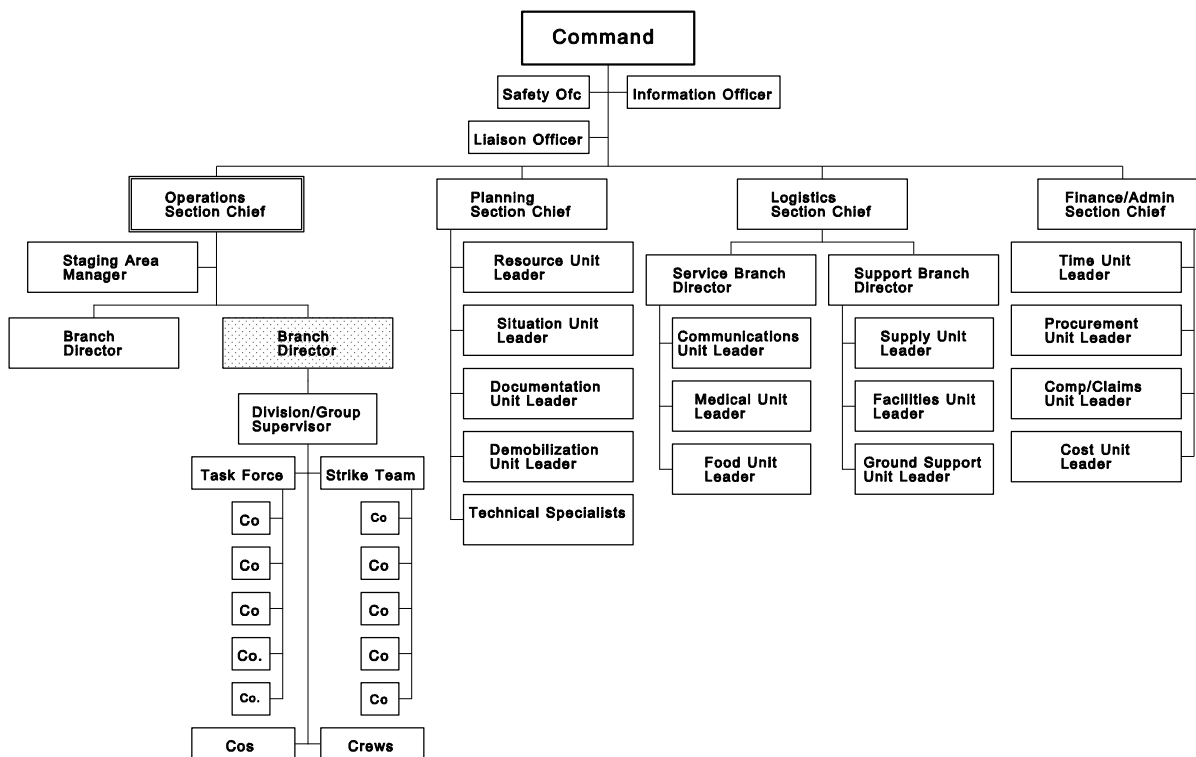
I.   Obtain briefing from the Operations Section Chief.

II.   Develop with subordinates alternatives for branch control operations.

III.   Maintain accountability & safety of personnel assigned to branch.

IV.   Attend planning meetings at the request of the Operations Section Chief.

V.   Assign specific work tasks to division/group supervisors.

VI.   Resolve any logistic problems reported by subordinates.

VII.   Report to the Operations Section Chief when: incident action plan is to be modified, additional resources are needed, surplus resources are available, hazardous situations or significant events occur.

DIVISION/GROUP SUPERVISOR

      The Division/Group Supervisor reports to the Operations Section Chief or the Branch Director when activated. The supervisor is responsible for the implementation of the assigned portion of the incident action plan, the assignment of resources within the division/group, and reporting on the progress of control operations and status of resources within the division/group.

I.   Obtain briefing from the Branch Director or Operations Section Chief.
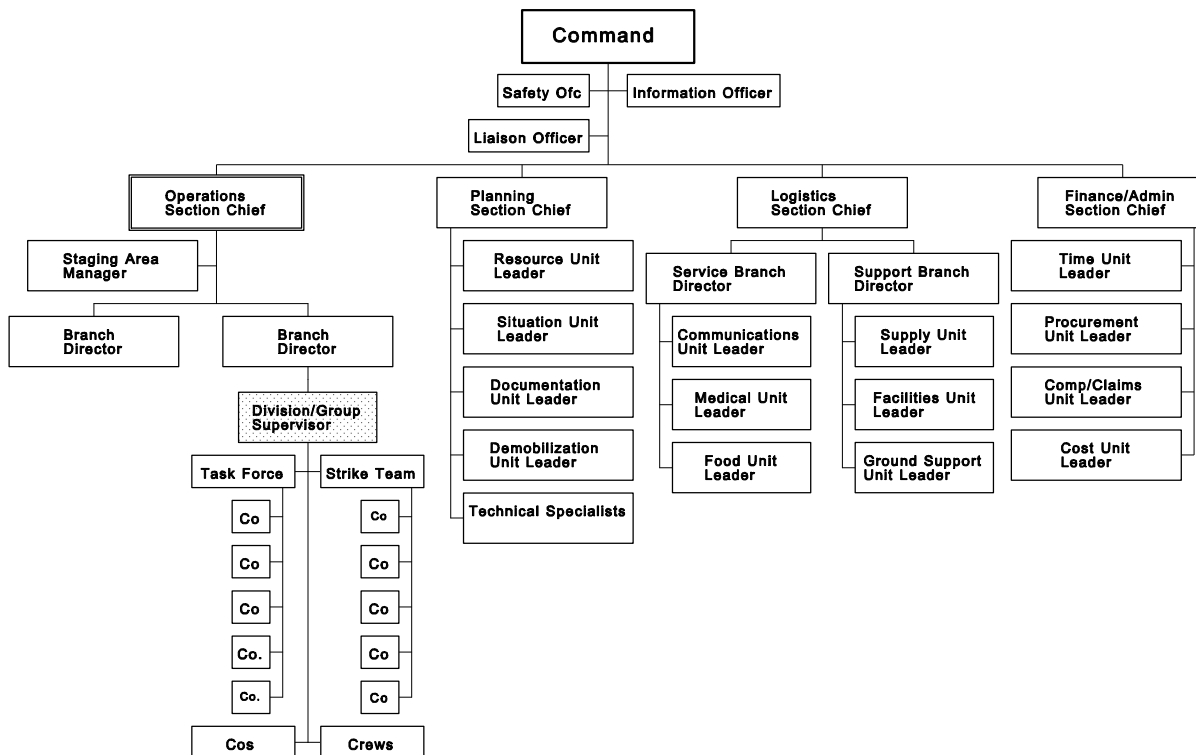
II.   Implement the incident action plan for the division/group.

III.   Maintain accountability & safety of personnel assigned to division/group.

IV.   Ensure that any change in strategy is communicated to all affected supervisors.

V.   If multiple crews are operating under their command, assign an individual or crew to assist with the management of the personnel accountability function.

VI.   Evaluate and monitor the risk to personnel utilizing the Standardized Principles of Risk and by integrating risk management into the decision making process.

VII.   Provide available incident action plan to strike team leaders.

VIII.   Identify increments (strike teams, task forces, crews, companies) of the division/group.

IX.   Review division/group assignments and incident activities with subordinates and assign tasks.

X.   Insure that the Incident Communications and/or Resources Unit is advised of all changes in the status of resources assigned to the division/group.

XI.   Coordinate activities with adjacent divisions.

XII.   Determine the need for assistance on assigned tasks.

XIII.   Submit situation and resources status information to the Branch Director or Operations Section Chief.

XIV.   Report any special occurrences or events such as accidents or sickness, to immediate supervisor.

XV.   Resolve logistics problems within the division/group.

XVI.   Participate in the development of branch plans for the next operational period.

STRIKE TEAM/TASK FORCE LEADER

The Strike Team/Task Force Leader reports to a division/group supervisor and is responsible for performing tactical assignments assigned to the strike team or task force. The leader reports work progress, resources status and other important information to a division/group supervisor.

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                    │Liaison Officer├┘
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Operations Section Chief	Planning Section Chief	Logistics Section Chief	Finance/Admin Section Chief
Staging Area Manager	Resource Unit Leader	Service Branch Director / Support Branch Director	Time Unit Leader
Branch Director / Branch Director	Situation Unit Leader	Communications Unit Leader / Supply Unit Leader	Procurement Unit Leader
Division/Group Supervisor	Documentation Unit Leader	Medical Unit Leader / Facilities Unit Leader	Comp/Claims Unit Leader
Task Force / Strike Team	Demobilization Unit Leader	Food Unit Leader / Ground Support Unit Leader	Cost Unit Leader
Co / Co	Technical Specialists		
Co / Co			
Co / Co			
Co. / Co			
Co. / Co			
Cos / Crews			

I.   Obtain briefing from Division/Group Supervisor.

II.   Review assignments with subordinates and assign tasks.

III.   Maintain accountability & safety of personnel assigned to strike team.

IV.   Ensure all PASS devices are activated.

V.   Monitor work progress and make changes when necessary.

VI.   Coordinate activities with adjacent strike team, task forces and single resources.

VII.   Submit situation and resources status information to Division/Group Supervisor.

INFORMATION AND INTELLIGENCE: INTELLIGENCE OFFICER

This position is staffed by law enforcement at an incident where there may be a criminal case.

The analysis and sharing of information and intelligence are important elements of ICS. In this context, intelligence section includes not only national security or other types of classified information, but also other operational information, such as risk assessments, medical intelligence (surveillance), weather information, geospatial data, structural designs, toxic contaminant levels, and utilities and public works data, that may come from a variety of different sources. Traditionally, information and intelligence functions are located in the Planning Section. However, in exceptional situations, the IC may need to assign the information and intelligence function to other parts of the ICS organization. In any case, information and intelligence must be appropriately analyzed and shared with personnel, designated by the IC, who have proper clearance and a "need-to-know" to ensure that they support decision-making.

I.   Regardless of how the intelligence/information function is organized, this function is also responsible for developing, conducting and managing information related security plans and operations as directed by the Incident Commander. The intelligence/information function may be organized in one of the following ways:

    I.A   Within the Command Staff (Example #1)

        I.A.1   Often, due to size or complexity, assistants may have to be assigned to the Command Staff functions. This option may be most appropriate in incidents with little need for the tactical or classified intelligence and in which incident related intelligence is provided by supporting law enforcement through routine investigating/intelligence gathering methods.

    I.B   As a Unit With the Planning Section (Example #2)

        I.B.1   This option may be most appropriate in an incident with some need for tactical intelligence and when no law enforcement entity is a member of the Unified Command.

    I.C   As a Branch Within the Operations Section (Example #3)

        I.C.1   This option may be most appropriate in incidents with some need for tactical intelligence (particularly classified intelligence) and when no law enforcement member is a part of Unified Command.

    I.D   As a Separate General Staff Section (Example #4)

        I.D.1   This option may be most appropriate when an incident is heavily influenced by intelligence factors or when there is a need to manage and/or analyze a large volume of classified or highly sensitive

intelligence or information. This option is particularly relevant to a terrorism incident, for which intelligence plays a crucial role throughout the incident life cycle.

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 Operations      Planning        Logistics       Finance/Admin
 Section Chief   Section Chief   Section Chief    Section Chief
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Operations Section Chief	Planning Section Chief	Logistics Section Chief	Finance/Admin Section Chief
Staging Area Manager	Resource Unit Leader	Service Branch Director / Support Branch Director	Time Unit Leader
Branch Director / Branch Director / Intellegence Branch	Situation Unit Leader	Communications Unit Leader / Supply Unit Leader	Procurement Unit Leader
Division/Group Supervisor	Documentation Unit Leader	Medical Unit Leader / Facilities Unit Leader	Comp/Claims Unit Leader
Task Force / Strike Team	Demobilization Unit Leader	Food Unit Leader / Ground Support Unit Leader	Cost Unit Leader
Co / Co	Technical Specialists		
Co / Co	Intellegence Unit		
Co / Co			
Co. / Co			
Co. / Co			
Cos / Crews			

OPM 2 – INCIDENT SCENE MANAGEMENT
Revised 06/21/2016
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PLANNING SECTION CHIEF

The Planning Section Chief is responsible for the collection, evaluation, dissemination and use of information *and intelligence* about the development of the incident and the status of resources. Information is needed to: 1) understand the current situation; 2) predict probable course of the incident events; 3) prepare alternative strategies and control operations for the incident.

The Planning Section is normally responsible for gathering and disseminating information and intelligence critical to the incident, unless the IC places the function elsewhere.

I.   Obtain briefing from the Incident Commander.
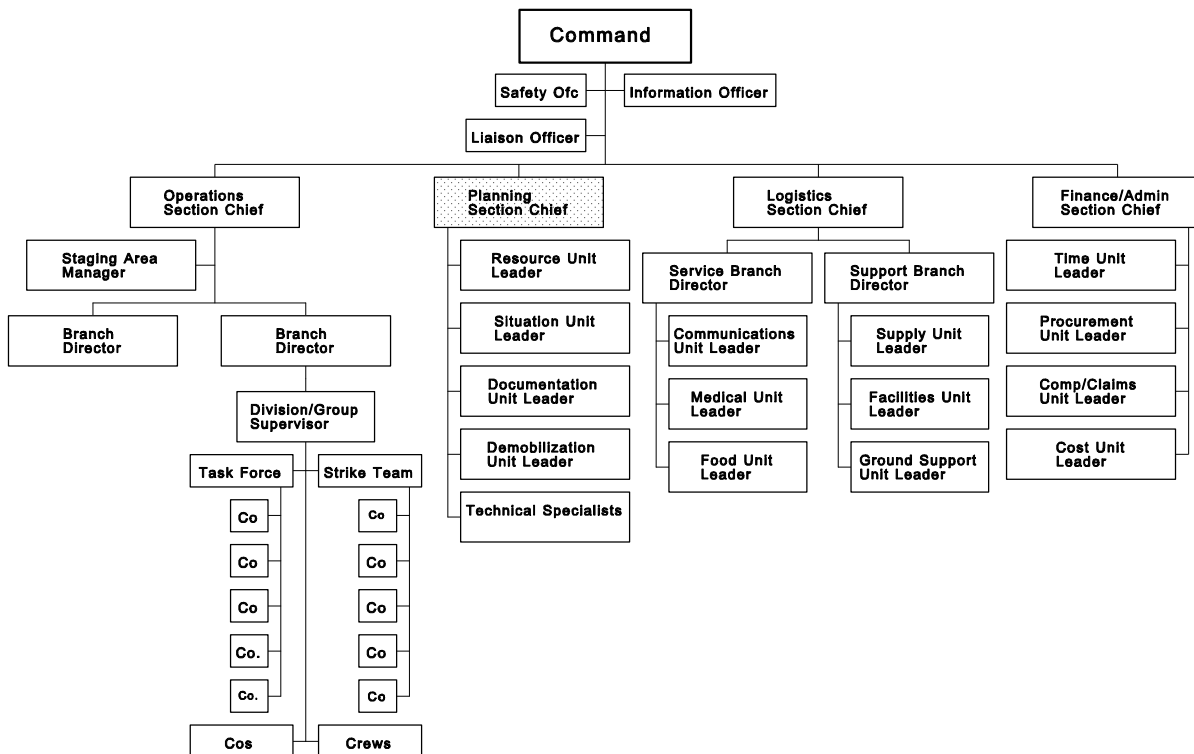
II.   Activate the planning section units.

III.   Establish information requirements and reporting schedules.

IV.   Notify Resource Unit Leader of planning section units activated, including the names and location of the assigned personnel.

V.   Establish a weather data collection system when necessary.

VI.   Supervise preparation of an incident action plan.

VII.   Assemble information on alternative strategies.

VIII.   Assemble and disassemble strike teams not assigned to Operations.

IX.   Identify the need for use of specialized resources.

X.   Perform operational planning for the planning section.

XI.   Provide periodic predictions on the incident's potential.

XII.   Compile and display status summary information.

XIII.   Advise general staff of any significant changes in incident status.

XIV.   Provide incident traffic plan.

XV.   Supervise planning section units.

XVI.   Prepare and distribute Incident Commander's orders.

XVII.   Instruct the Planning Section Unit in distribution of incident information.

XVIII.   Insure that standard agency information collection and reporting requirements are met.

XIX.   Submit recommendations for release of resources to the Incident Commander.

RESOURCES UNIT LEADER

The Resources Unit Leader (RESTAT) is responsible for: 1) Establishing all incident check-in activities; 2) preparing and processing resource status change information; 3) preparing and maintaining displays, charts and lists that reflect a current status and location of suppression resources, transportation and support vehicles; 4) maintaining a master check-in list of resources assigned to the incident.

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Operations Section Chief	Planning Section Chief	Logistics Section Chief	Finance/Admin Section Chief
Staging Area Manager	Resource Unit Leader	Service Branch Director / Support Branch Director	Time Unit Leader
Branch Director / Branch Director	Situation Unit Leader	Communications Unit Leader / Supply Unit Leader	Procurement Unit Leader
Division/Group Supervisor	Documentation Unit Leader	Medical Unit Leader / Facilities Unit Leader	Comp/Claims Unit Leader
Task Force / Strike Team	Demobilization Unit Leader	Food Unit Leader / Ground Support Unit Leader	Cost Unit Leader
Co / Co	Technical Specialists		
Co / Co			
Co / Co			
Co. / Co			
Co. / Co			
Cos / Crews			

I.   Obtain briefing and special instructions from the Planning Section Chief.

II.   Establish check-in function at incident locations.

III.   Using the incident briefing, prepare and maintain the command post display including the organization chart, resource allocation and deployment sections.

IV.   Assign duties to RESTAT personnel.

V.   Confirm dispatch and estimated time of arrival of ordered (RESTAT) personnel. Request additional personnel or release excess personnel.

VI.   Establish contacts with incident facilities by telephone or through communications center, and begin maintenance of resource status.

VII.   Participate in planning section meetings as required by the Planning Section Chief.

VIII.   Gather, post and maintain resource status of transportation and support vehicles and personnel.

IX.   Maintain master roster of all resources checked in at the incident.

X.   Prepare organization assignment list and organization chart.

XI.   Prepare appropriate parts of division assignments list.

XII.   Provide resource summary information to SITSTAT as requested.

XIII.   Receive order to demobilize unit.

XIV.   Dismantle and store RESTAT displays.

XV.   List expendable supplies that need replenishing.

XVI.   Maintain a unit log.

The Situation Unit Leader (SITSTAT) is responsible for the collection and organization of incident status and situation information. Additionally, he/she is responsible for the evaluation, analysis, display of that information for use by ISM personnel, agency dispatchers and the operations command post.
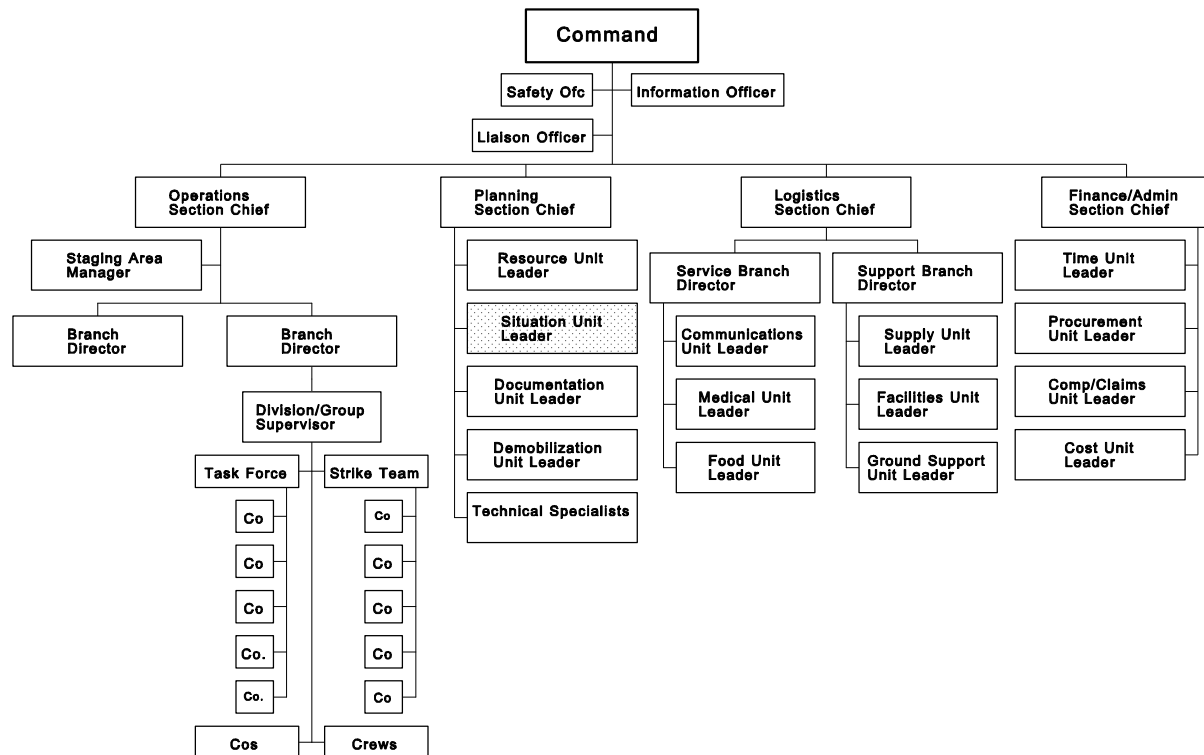
I. Obtain briefing and special instructions from Planning Section Chief.

II. Prepare and maintain Command Post display.

III. Assign duties to SITSTAT personnel.

IV. Confirm dispatch and estimated time of arrival of ordered SITSTAT personnel. Request additional personnel, or release excess personnel as appropriate.

V. Collect incident data at earliest possible opportunity, and continue for the duration of the incident.

VI. Prepare predictions at periodic intervals or upon the request of the Planning Section Chief.

VII. Post data on unit work displays and command post displays at scheduled intervals.

VIII.   Participate in incident planning meetings as required by the Incident Commander.

IX.   Prepare traffic plan, external and internal to the incident, for approval by the Planning Section Chief.

X.   Provide photographic services and maps.

XI.   Provide RESTAT/SITSTAT information in response to specific requests.

XII.   Maintain SITSTAT records.

XIII.   Receive order to demobilize SITSTAT unit.

XIV.   Dismantle SITSTAT unit displays and place in storage.

XV.   List expendable supplies that need replenishing, and file with Supply Unit.

DOCUMENTATION UNIT LEADER

The Documentation Unit Leader, a member of the Planning Section, is responsible for: 1) maintaining accurate and complete incident files; 2) providing duplication service to incident personnel; 3) packing and storing incident files for legal, analytical and historical purposes.
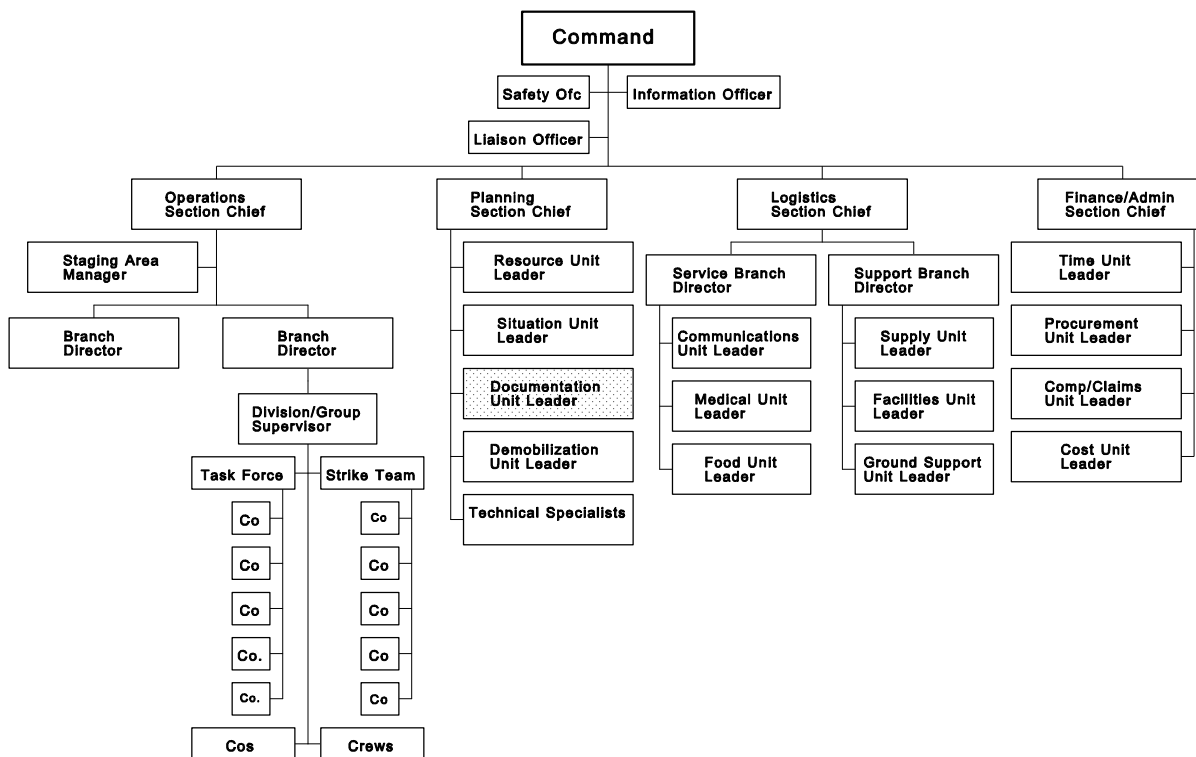
I.   Obtain briefing from Planning Section Chief.

II.   Establish a work area.

III.   Establish and organize incident files.

IV.   Establish duplication service and respond to requests.

V.   Retain and file duplicate copies of official forms and reports.

VI.   Accept and file reports and forms submitted to unit by incident organizations.

VII.   Check the accuracy and completeness of records submitted for files.

VIII.   Correct errors or omissions by contacting appropriate ISM units.

IX.   Provide duplicates of forms and reports in response to authorized requests.

X.   Prepare incident documentation for Planning Section Chief upon request.

XI.   Maintain, retain and store incident files for after incident use.

XII.   Maintain unit log.

DEMOBILIZATION UNIT LEADER

The Demobilization Unit Leader is responsible for the preparation of the demobilization plan and assisting incident sections/units in insuring that an orderly, safe and cost effective movement of personnel and equipment is accomplished from the incident.

I.   Obtain briefing from Planning Section Chief.
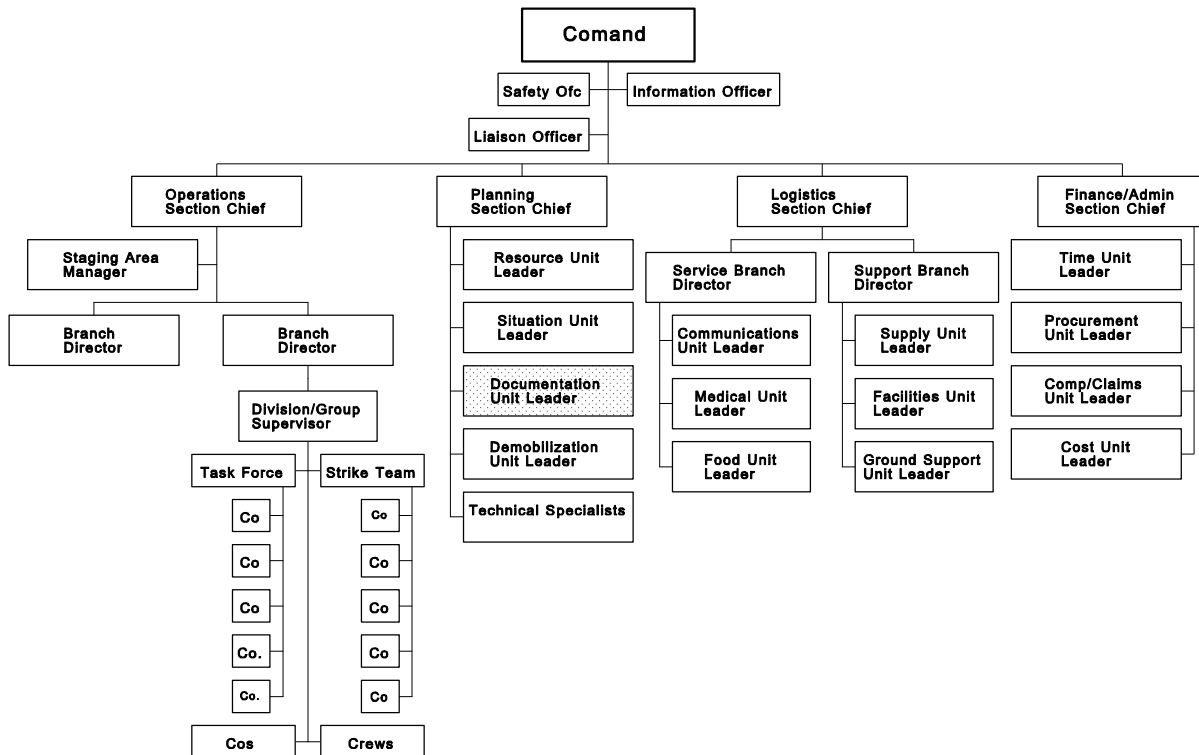
II.   Assess and fill unit needs for additional personnel, work space and supplies.

III.   Obtain incident objectives, priorities and constraints on demobilization.

IV.   Meet with agency representative to determine:

IV.A   Agencies not requiring formal demobilization

IV.B   Personnel rest and safety needs

IV.C   Coordination procedures with cooperating/assisting agencies.

V.   Be aware of ongoing Operations Section resource needs.

VI.   Obtain identification and description of surplus resources and probable release times.

VII. Evaluate incident logistics and transportation capabilities for the demobilization effort.

VIII. Establish communication's link with appropriate off- incident facilities.

IX. Prepare demobilization plan including the following sections:

IX.A General- discussion of demobilization procedure

IX.B Responsibilities- specific implementation responsibility and activity

IX.C Release priority- according to agency and type of resource

IX.D Release procedures- detailed steps and process to be followed

IX.E Directions- maps, telephone numbers, instructions and other items

X. Obtain approval of demobilization plan.

XI. Distribute plan to each processing point on and off incident.

XII. Insure that all sections/units know their responsibilities within the demobilization plan.

XIII. Monitor implementation of demobilization plan.

XIV. Assist in the coordination of the demobilization plan.

XV. Brief Planning Section Chief on progress of demobilization.

XVI. Complete all records prior to departure.

TECHNICAL SPECIALISTS

Technical Specialists are advisors with special skills needed to support incident operations. They may report to the Planning Section Chief, function within an existing unit such as the Situation Status Unit, or they may form a separate unit if required. Alternatively, a Technical Specialist may be reassigned to other parts of the organization, i.e. Operations, Logistics or Finance.

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Operations Section Chief	Planning Section Chief	Logistics Section Chief	Finance/Admin Section Chief

Staging Area Manager	Resource Unit Leader	Service Branch Director	Support Branch Director	Time Unit Leader
Branch Director / Branch Director	Situation Unit Leader	Communications Unit Leader	Supply Unit Leader	Procurement Unit Leader
Division/Group Supervisor	Documentation Unit Leader	Medical Unit Leader	Facilities Unit Leader	Comp/Claims Unit Leader
Task Force / Strike Team	Demobilization Unit Leader	Food Unit Leader	Ground Support Unit Leader	Cost Unit Leader
Co / Co	Technical Specialists			
Co / Co				
Co / Co				
Co. / Co				
Co. / Co				
Cos / Crews				

LOGISTICS SECTION CHIEF

The Logistics Section Chief, a member of the general staff, is responsible for providing facilities, services and material in support of the incident. The Logistics Section Chief participates in the development and implementation of the incident action plan and activates/supervises the branches and units within the Logistics Section.

I.   Obtain briefing from the Incident Commander.
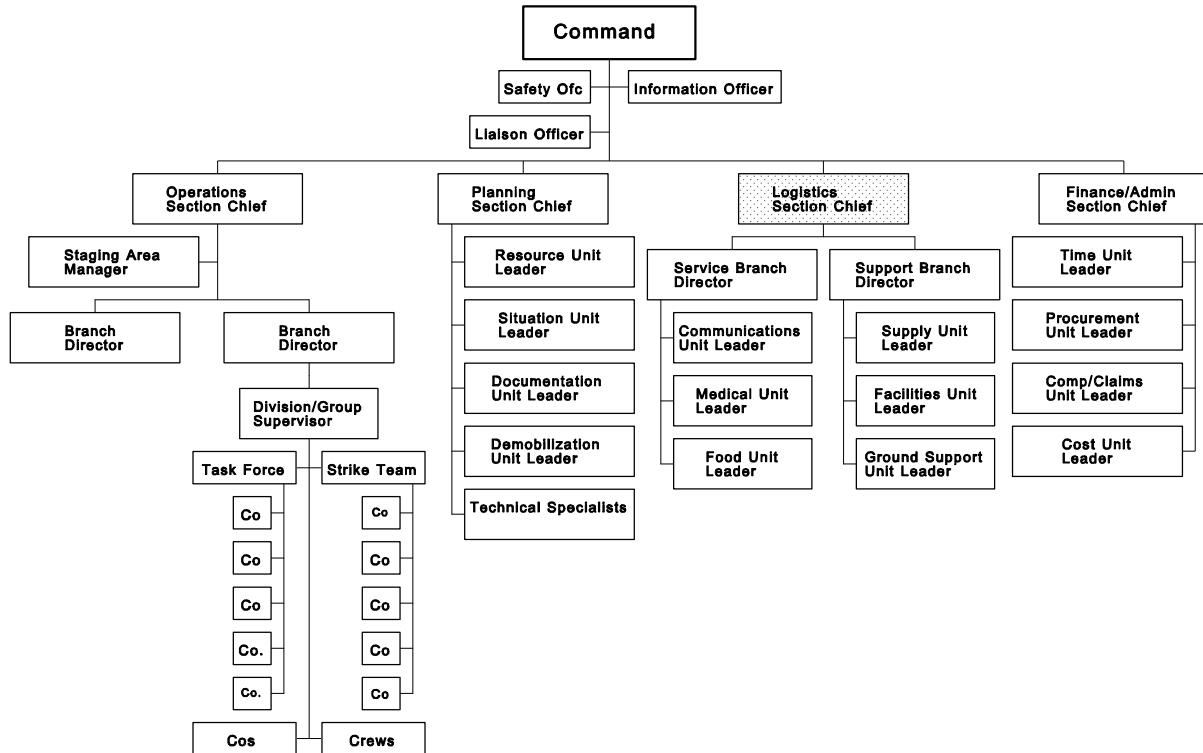
II.   Plan the organization of the logistics section.

III.   Assign work locations and preliminary work tasks to section personnel.

IV.   Notify RESTAT of logistics section units that have been activated, including the names and locations of the assigned personnel.

V.   Assemble and brief branch directors and unit leaders.

VI.   Participate in the preparation of an incident action plan.

VII.   Identify service and support requirements for any planned and expected operations.

VIII.   Provide input to and review the communications plan, medical plan and traffic plan.

IX.   Coordinate and process requests for additional resources.

X.   Review the incident action plan and estimate section needs for the next operational period.

XI.   Insure that an incident communications plan is prepared.

XII.   Advise on current service and support capabilities.

XIII.   Prepare service and support elements of the incident action plan.

XIV.   Estimate future service and support requirements.

XV.   Receive demobilization plan from the planning section.

XVI.   Recommend the release of unit resources in conformity with the demobilization plan.

XVII.   Insure the general welfare and safety of logistics section personnel.

SERVICE BRANCH DIRECTOR

        The Service Branch Director is under the supervision of the Logistics Section Chief and is responsible for the management of all service activities at the incident. The Branch Director supervises the operations of the communications, medical and food units.
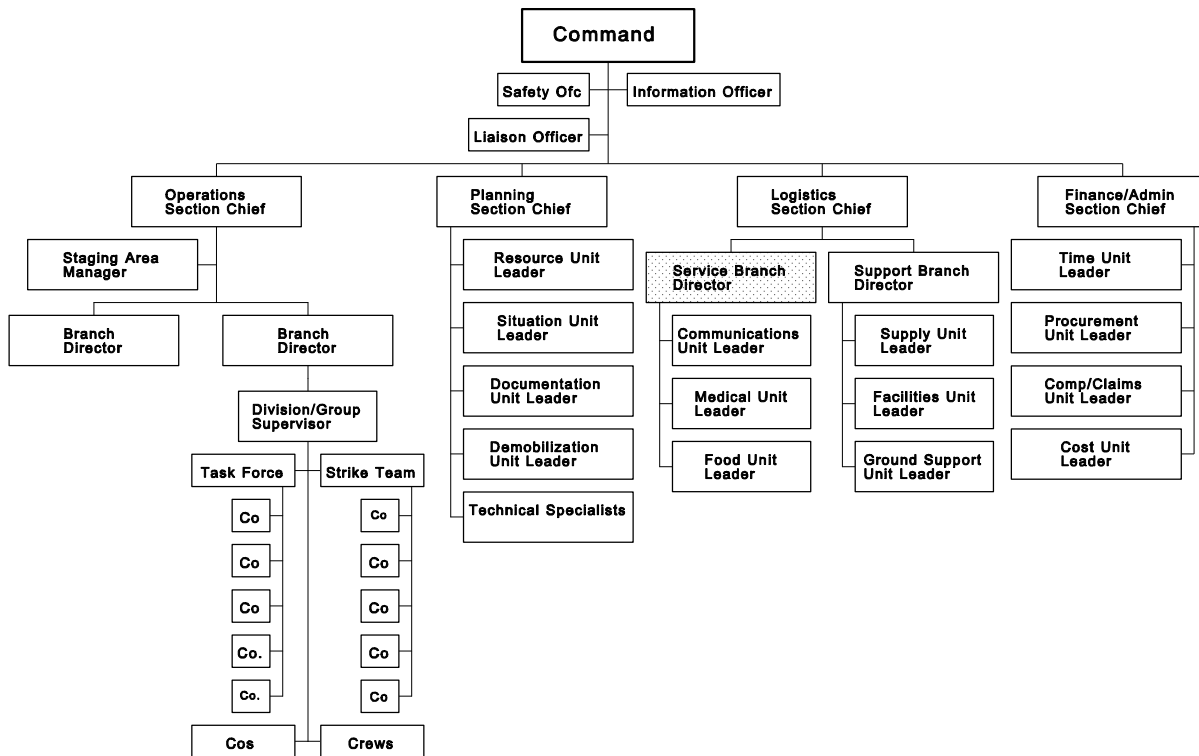
I.   Obtain briefing from the Logistics Section Chief.

II.   Determine the level of service required to support operations.

III.   Confirm dispatch of branch personnel.

IV.   Participate in planning meetings of the logistics section personnel.

V.   Review the incident action plan.

VI.   Organize and prepare assignments for service branch personnel.

VII.   Coordinate activities of branch units.

VIII.   Inform Logistics Section Chief of branch activities.

IX.   Resolve service branch problems.

<u>COMMUNICATIONS UNIT LEADER</u>

      The Communications Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief, is responsible for developing plans for the effective use of incident communications equipment and facilities. Additionally, he/she is responsible for installing and testing communications equipment, supervising the incident communications center, distributing communications equipment to incident personnel, and maintaining/repairing communications equipment.

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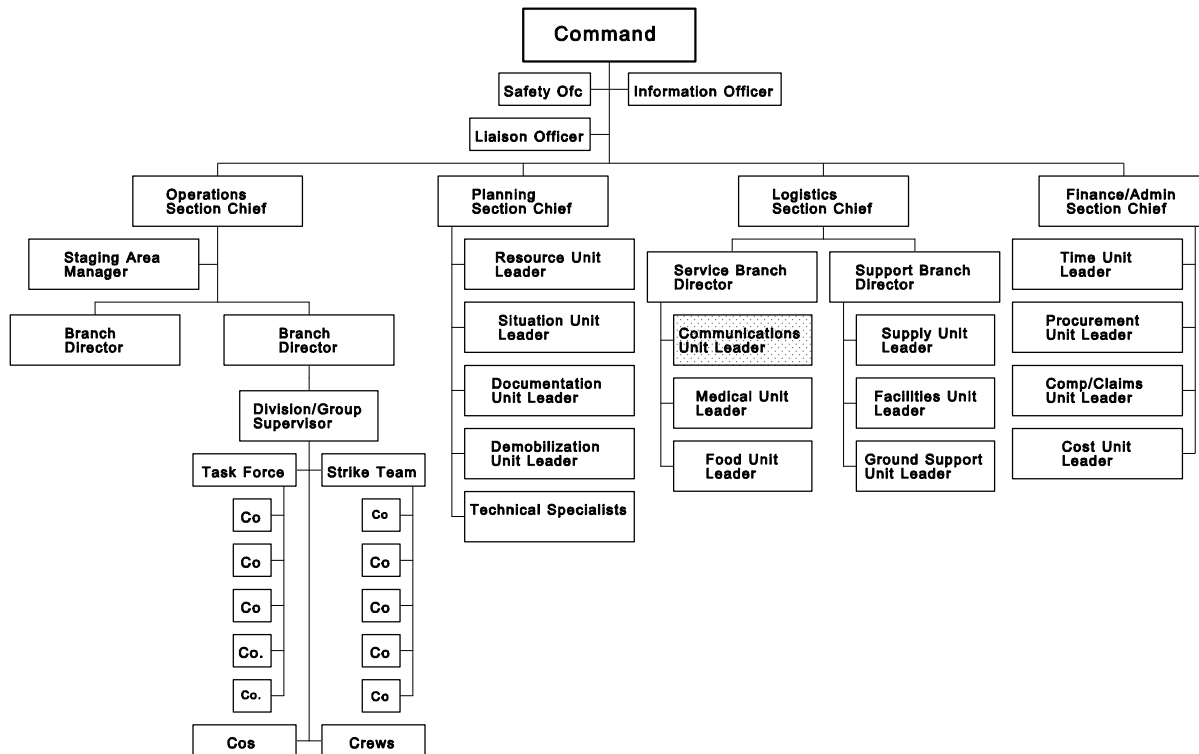

I.   Obtain briefing from the Service Branch Director or the Logistics Section Chief.

II.   Determine unit personnel needs.

III.   Advise as to communication capabilities and/or limitations.

IV.   Prepare and implement the incident radio communications plan.

V.   Insure the incident communications center and message center are established.

VI.   Set up the telephone and public address systems.

VII.   Establish appropriate communications distribution and/or maintenance locations within the base.

VIII.   Insure communications systems are installed and tested.

IX.   Insure an equipment accountability system is established.

X.   Insure personal portable radio equipment from cache is distributed per radio plan.

XI.   Provide technical information as required on:

XI.A   Adequacy of communications systems currently in operation

XI.B   Geographic limitation on communications systems

XI.C   Equipment capabilities

XI.D   Amount and types of equipment available

XI.E   Anticipated problems in the use of communications equipment

XII.   Supervise Communications Unit activities.

XIII.   Maintain records on all communications equipment as appropriate.

XIV.   Insure equipment is tested and repaired.

XV.   Recover equipment from relieved or released units.

MEDICAL UNIT LEADER

        The Medical Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief, is primarily responsible for the development of the medical emergency plan, implementation of REHAB, obtaining medical aid and transportation for injured and ill incident personnel, and preparation of reports and records. The medical unit may also assist Operations in supplying medical care and assistance to civilian casualties at the incident.
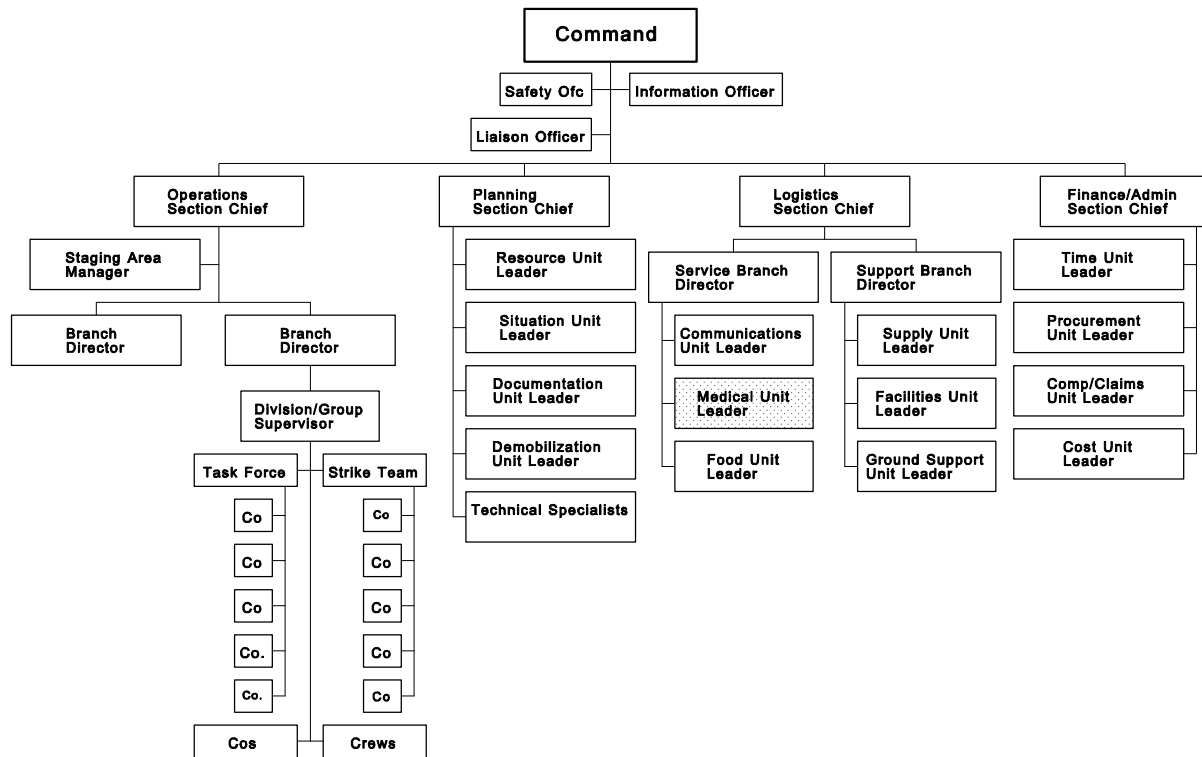
I.   Obtain briefing from the Service Branch Director or Logistics Section Chief.

II.   Participate in logistics section and/or service branch planning activities.

III.   Determine level of emergency medical activities performed prior to activation of the medical unit.

IV.   Activate the medical unit.

V.   Prepare the medical emergency plan.

VI.   Establish REHAB area ensuring that an appropriate 'gatekeeping' process is in place to

provide for the systematic entering and departure of personnel according to appropriate direction by COMMAND/OPERATIONS.

VII.   Prepare procedures for major medical emergency.

VIII.   Declare major medical emergency as appropriate.

IX.   Respond to requests for medical aid.

X.   Respond to requests for medical transportation.

XI.   Respond to requests for medical supplies.

XII.   Prepare medical reports.

XIII.   Submit reports as directed.

FOOD UNIT LEADER

   The Food Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief, is responsible for determining feeding requirements at all incident facilities; menu planning; determining cooking facilities that may be required; food preparation; serving; providing potable water; and general maintenance of the food service areas.

I.   Obtain briefing from Service Branch Director or Logistics Section Chief.
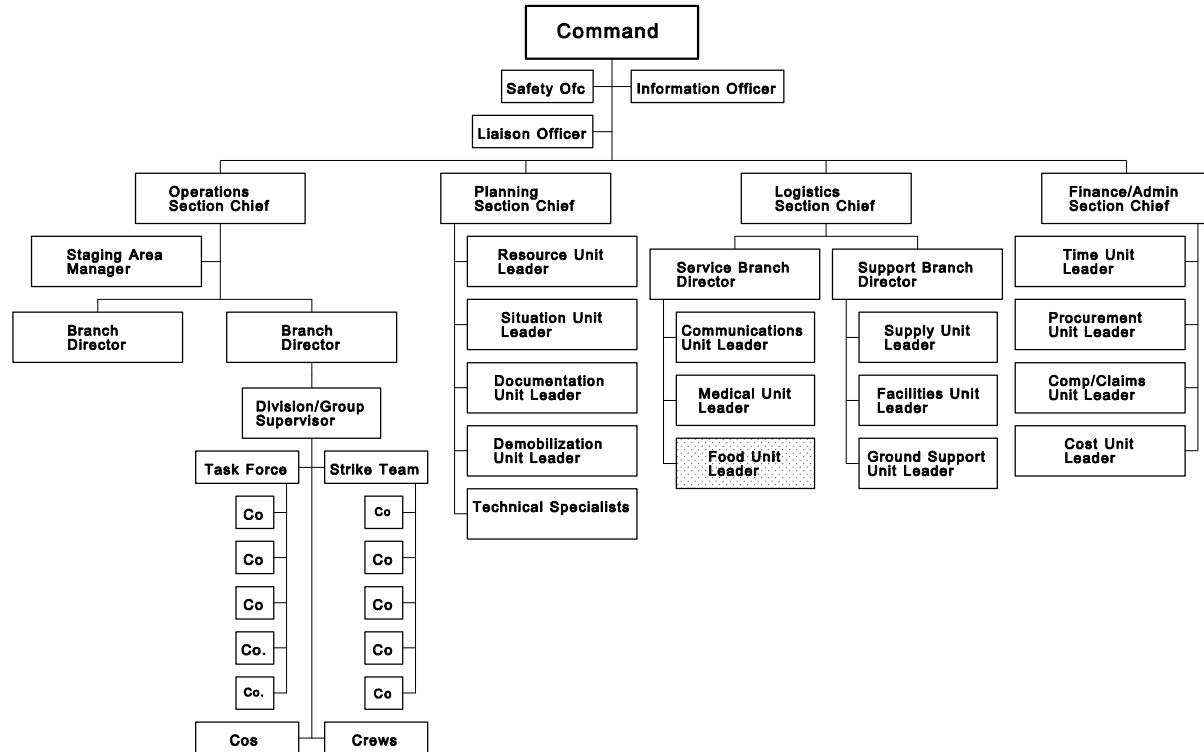
II.   Determine location of working assignment and the number of personnel assigned.

III.   Determine the best feeding method to suit each situation.

IV.   Obtain necessary equipment and supplies to operate food service facilities.

V.   Set up food unit equipment.

VI. Prepare menus to insure incident personnel of well balanced meals.

VII. Insure that sufficient potable water is available to meet all incident needs.

VIII. Insure that all appropriate health and safety measures are taken.

IX. Supervise cooks and other food unit personnel.

X. Keep an inventory of food on hand and check in food orders.

XI. Provide Supply Unit Leader with food supply orders.

XII. Demobilize food unit in accordance with incident demobilization plan.

SUPPORT BRANCH DIRECTOR

The Support Branch Director is under the direction of the Logistics Section Chief and is responsible for the development and implementation of logistics plans in support of the incident action plan. The Support Branch Director supervises the operations of the supply, facilities and ground support units.
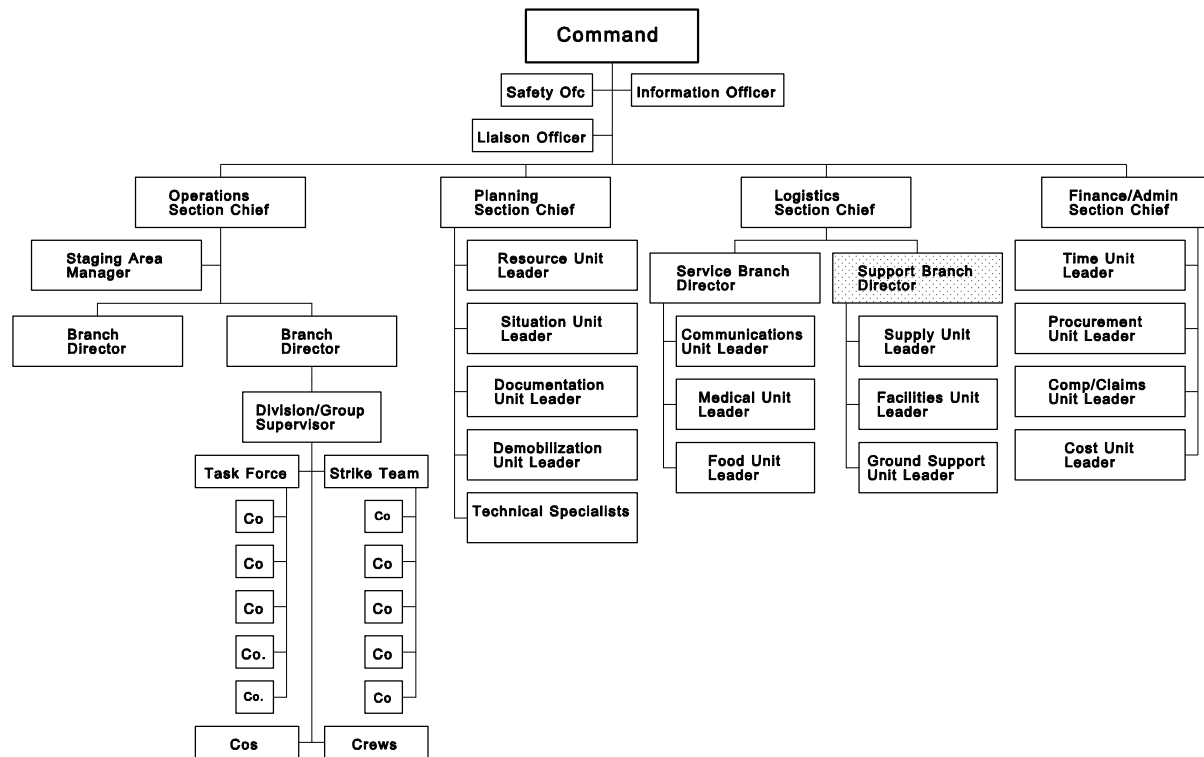
I.   Obtain briefing form the Logistics Section Chief.

II.   Identify support branch personnel dispatched to the incident.

III.   Determine initial support operations in coordination with the Logistics Section Chief and Service Branch Director.

IV.   Maintain surveillance of assigned units work progress, and inform section chief of activities.

V.   Resolve problems associated with requests from Operations Section.

SUPPLY UNIT LEADER

       The Supply Unit Leader is primarily responsible for ordering personnel, equipment and supplies. He/she is also responsible for receiving and storing all supplies for the incident, maintaining an inventory of supplies, and servicing non-expendable supplies and equipment. Obtain briefing from Support Branch Director or Logistics Section Chief.

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                   Liaison Officer
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Operations Section Chief	Planning Section Chief	Logistics Section Chief	Finance/Admin Section Chief

- Staging Area Manager
- Branch Director
- Branch Director
- Division/Group Supervisor
- Task Force / Strike Team
  - Co / Co
  - Co / Co
  - Co / Co
  - Co. / Co
  - Co. / Co
  - Cos / Crews

- Resource Unit Leader
- Situation Unit Leader
- Documentation Unit Leader
- Demobilization Unit Leader
- Technical Specialists

- Service Branch Director
  - Communications Unit Leader
  - Medical Unit Leader
  - Food Unit Leader
- Support Branch Director
  - Supply Unit Leader
  - Facilities Unit Leader
  - Ground Support Unit Leader

- Time Unit Leader
- Procurement Unit Leader
- Comp/Claims Unit Leader
- Cost Unit Leader

I.   Participate in logistics section/support branch planning activities.

II.   Provide kits to Planning, Logistics and Finance Sections.

III.   Determine the type and amount of supplies en route.

IV.   Arrange for receiving ordered supplies.

V.   Review incident action plan for information on operations of the Supply Unit.

VI.   Develop and implement safety and security requirements.

VII.   Order, receive, distribute and store supplies and equipment.

VIII.   Receive and respond to requests for personnel, supplies and equipment.

IX.   Maintain inventory of supplies and equipment.

X.   Service reusable equipment.

XI.   Demobilize Supply Unit.

XII.   Submit reports to the Support Branch Director.

XIII.   Maintain unit log

FACILITIES UNIT LEADER

The Facilities Unit Leader is primarily responsible for the layout and activation of incident facilities, including the base and Command Post. The unit provides sleeping and sanitation facilities for incident personnel. Each facility is assigned a manager who reports to the Facilities Unit Leader and is responsible for managing the operation of the facility. The basic functions or activities of the Facility manager are to provide security service and general maintenance. The Facility Unit Leader reports to the Support Branch Director.
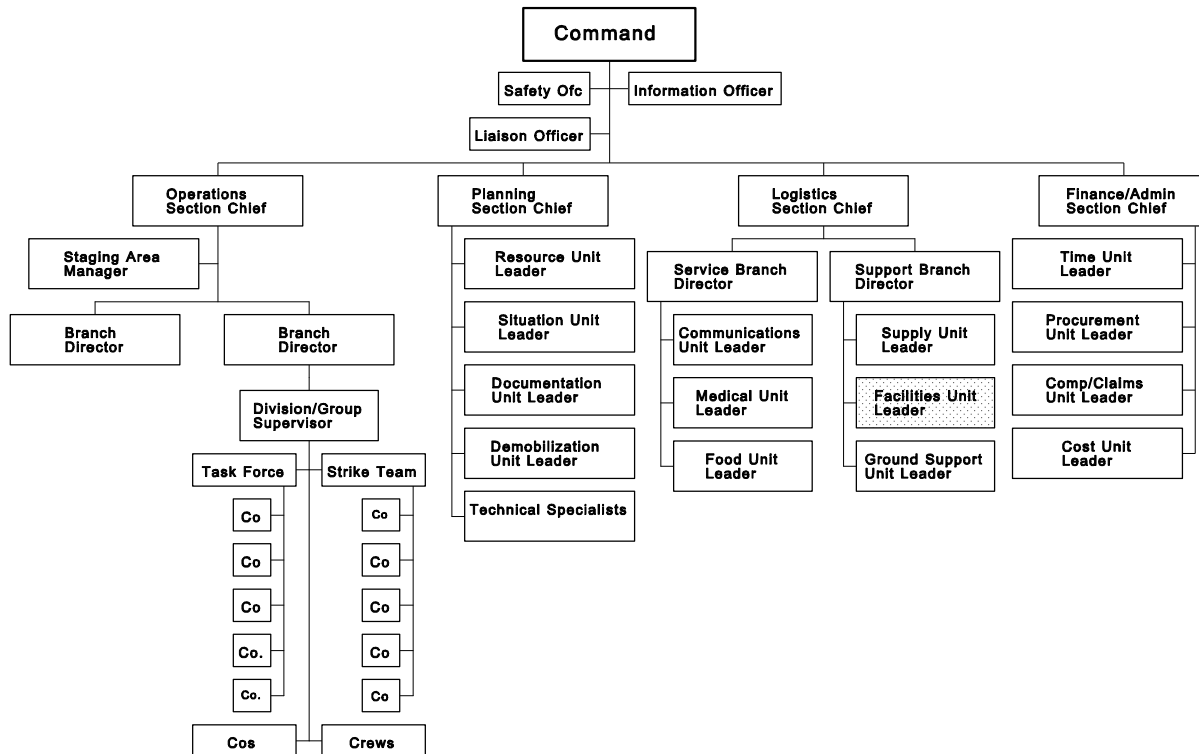
XIII.   Obtain in briefing from the Support Branch Director or Logistics Section Chief.

XIV.   Receive a copy of the incident action plan.

XV.   Participate in logistics section and/or support branch planning activities.

XVI.   Determine requirements for each facility to be established.

V. Prepare layouts of incident facilities.

VI. Notify unit leaders of facility layout.

VII. Activate incident facilities.

VIII. Provide facility managers.

IX. Obtain personnel to operate facilities.

X. Provide sleeping facilities.

XII. Provide security services.

XIII. Provide facility maintenance services, sanitation, lighting and clean up.

XIV. Demobilize facilities.

XV. Maintain facilities unit records.

XVI. Maintain unit log.

GROUND SUPPORT UNIT LEADER

The Ground Support Unit Leader is primarily responsible for: 1) supporting out-of-service resources; 2) transporting personnel, supplies, food and equipment; 3) fueling, service, maintenance and repair of vehicles and other ground support equipment; and 4) implementing traffic plan for the incident.
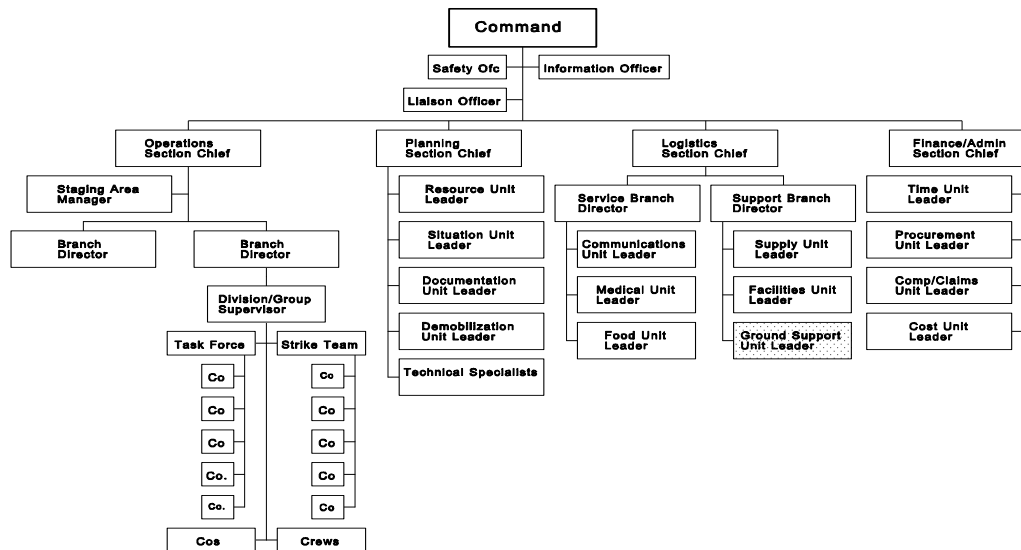
XVII.   Obtain briefing from Support Branch Director or Logistics Section Chief.

XVIII. Participate in support branch and/or logistics section planning activities.

XIX.   Implement traffic plan developed by planning section.

XX.   Support out-of-service resources.

XXI.   Notify RESTAT of all status changes on support and transportation of vehicles.

XXII. Arrange for and activate fueling, maintenance and repair of ground resources.

XXIII. Maintain inventory of support and transportation vehicles.

XXIV. Provide transportation services.

XXV. Collect use information on rented equipment.

XXVI. Requisition maintenance and repair supplies such as fuel and spare parts.

XXVII.   Maintain incident roads.

XXVIII.   Submit reports to Support Branch Director as directed.

XXIX. Maintain unit log.

FINANCE/ADMINISTRATIVE SECTION CHIEF

The Finance/Administrative Section Chief is responsible for all legal, financial and cost analysis aspects of the incident and for supervising members of the Finance/Administrative Section.
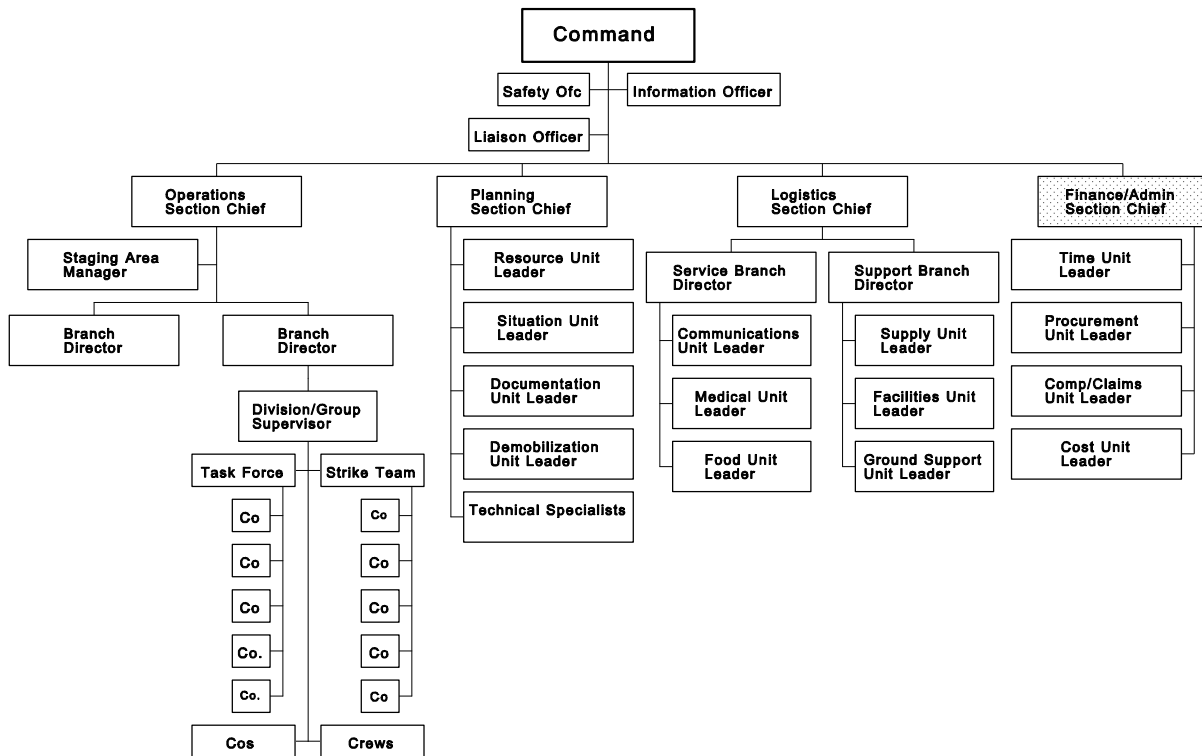
I.   Obtain briefing from the Incident Commander.

II.   Attend briefing with responsible agency to gather information.

III. Attend planning meeting to gather information.

IV.   Identify and order supply and support needs for Finance/Administrative Section.

V.   Develop an operating plan for Finance/Administrative function on incident.

VI.   Prepare work objectives for subordinates, brief staff, make assignments and evaluate performance.

VII.   Determine need for commissary operation.

VIII.   Inform Incident Commander and general staff when section is fully operational.

IX.   Meet with assisting and cooperating agency representatives as required.

X.   Provide input in all planning sessions on legal, financial and cost analysis matters.

XI.   Maintain daily contact with agency administrative headquarters on finance/administrative matters.

XII.   Insure that all personnel time records are transmitted to home agencies according to policy.

XIII.   Participate in all demobilization planning.

XIV.   Insure that all obligation documents initiated at the incident are properly prepared and completed.

XV.   Brief agency administration personnel on all incident related business management issues needing attention, and follow-up prior to leaving incident.

TIME UNIT LEADER

The Time Unit Leader is responsible for personnel time recording, and for managing the commissary operation.

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| Operations Section Chief | Planning Section Chief | Logistics Section Chief | Finance/Admin Section Chief |

- Operations Section Chief
  - Staging Area Manager
    - Branch Director
    - Branch Director
      - Division/Group Supervisor
        - Task Force
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        - Strike Team
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          - Co
          - Co
          - Co
          - Crews

- Planning Section Chief
  - Resource Unit Leader
  - Situation Unit Leader
  - Documentation Unit Leader
  - Demobilization Unit Leader
  - Technical Specialists

- Logistics Section Chief
  - Service Branch Director
    - Communications Unit Leader
    - Medical Unit Leader
    - Food Unit Leader
  - Support Branch Director
    - Supply Unit Leader
    - Facilities Unit Leader
    - Ground Support Unit Leader

- Finance/Admin Section Chief
  - Time Unit Leader
  - Procurement Unit Leader
  - Comp/Claims Unit Leader
  - Cost Unit Leader

I.   Obtain briefing from Finance Section Chief.

II.   Determine incident requirements for time recording function.

III.   Establish contact with appropriate agency personnel/representatives.

IV.   Organize and establish time unit.

V.   Establish unit objectives, make assignments and evaluate performance.

VI.   Insure that daily personnel time recording documents are prepared and compliance with time policy is met.

VII.   Establish commissary operation as required.

VIII. Submit cost estimate data forms to Cost Unit as required.

IX.   Provide for records security.

X.   Insure that all record are current or complete prior to demobilization.

XI.   Submit cost estimate data forms to Cost Unit as required.

XII.   Time reports from assisting agencies should be released to the respective agency representatives prior to demobilization.

XIII. Brief Finance Section Chief on current problems, recommendations, outstanding issues and follow-up requirements.

XIV.   Maintain unit log.

PROCUREMENT UNIT LEADER

The Procurement Unit Leader is responsible for administering all financial matters pertaining to vendor contracts. The unit is also responsible for maintaining equipment time records.
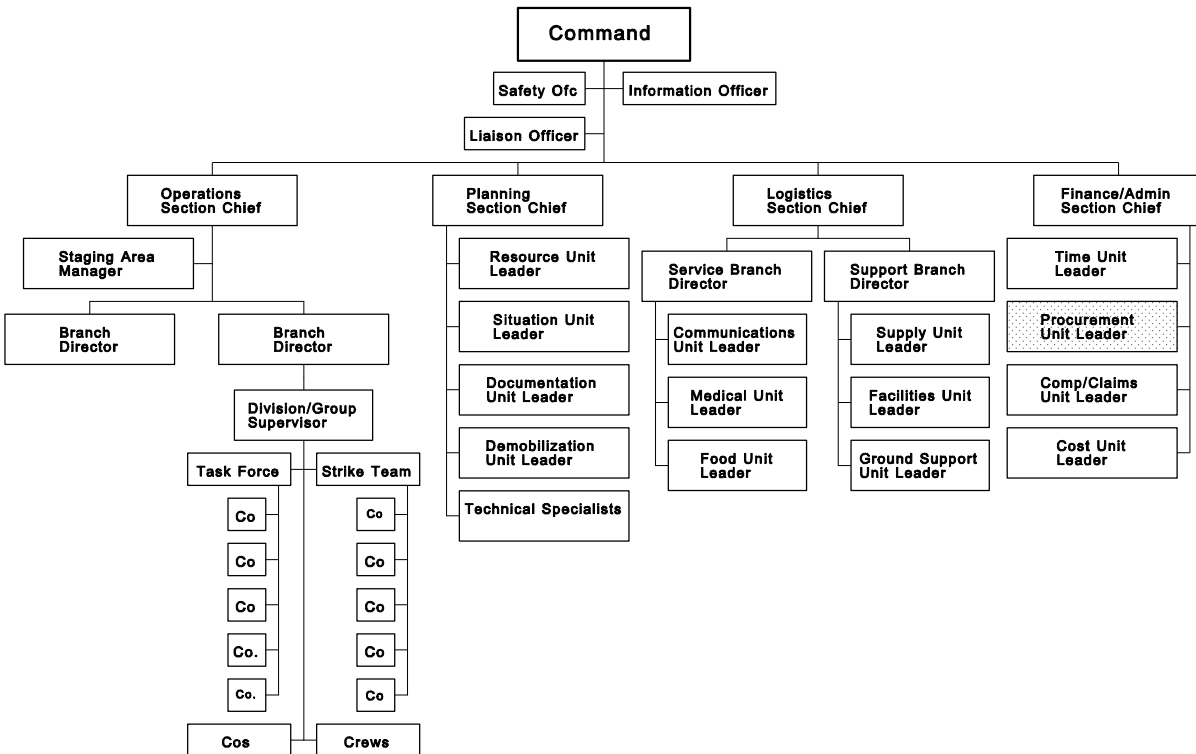
I. Obtain briefing from Finance Section Chief.
II. Contact appropriate unit leaders on incident needs and any special procedures.

III. Coordinate with local jurisdiction on plans and supply sources.

IV. Obtain incident procurement plan.

V. Prepare and sign contracts and land use agreements as needed.

VI.   Establish contracts with supply vendors as required.

VII.   Interpret contracts/agreements and resolve claims or disputes within delegated authority.

VIII. Coordinate with Compensation/Claims Unit on procedures for handling claims.

IX.   Finalize all agreements and contracts.

X.   Coordinate use of imprest funds as required.

XI.   Organize and direct equipment time recording function.

XII.   Complete final processing and send documents for payment.

XIII. Coordinate cost data in contracts with Cost Unit Leader.

XIV.   Maintain unit log.

COMPENSATION/CLAIMS UNIT LEADER

   The Compensation/Claims Unit Leader is responsible for the overall management and direction of all compensation for injury specialists and claims specialists assigned to the incident.

I. Obtain briefing from Finance Section Chief.
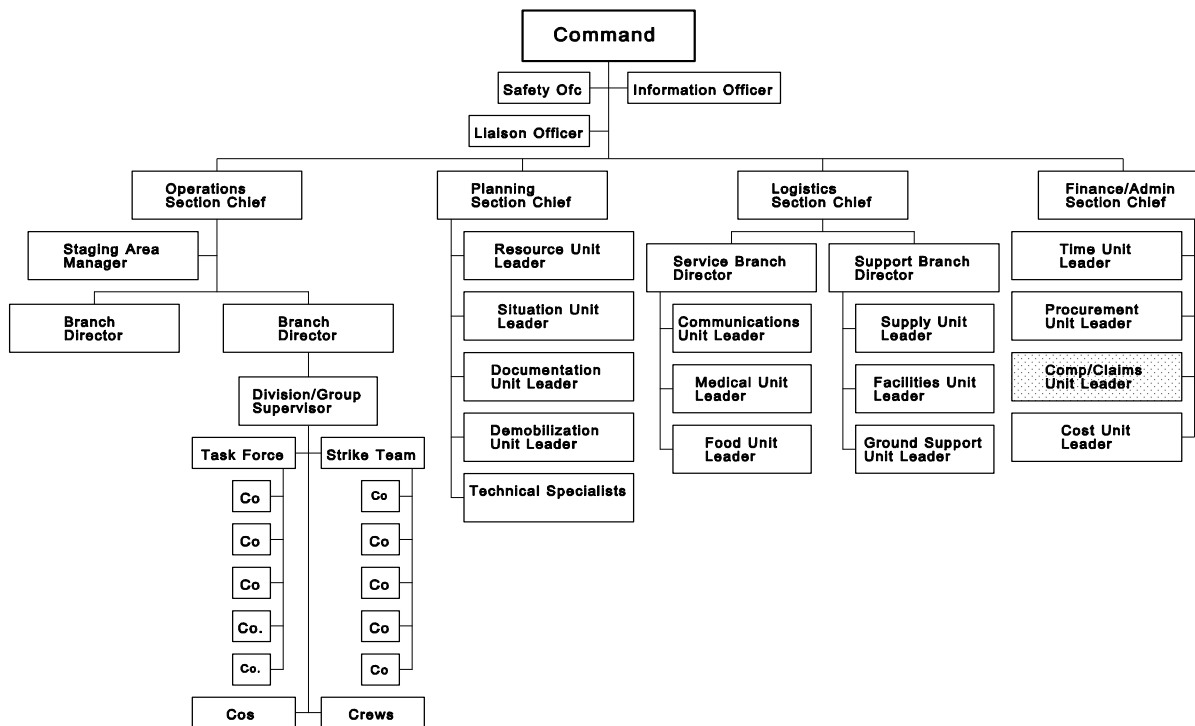
II. Establish contact with incident Safety Officer and Liaison Officer or agency representatives if no liaison officer is assigned.

III. Determine the need for compensation and claims specialists, and request appropriate personnel as needed.

IV. Establish compensation for injury work area with the Medical Unit whenever feasible.

V. Obtain a copy of the incident medical plan.

VI.   Insure that compensation and claims specialists have adequate work space and supplies.

VII.   Brief compensation/claims specialists on incident activity.

VIII.   Coordinate with the Procurement Unit on procedures for handling claims.

IX.   Periodically review all logs and forms produced by compensation/claims specialists to insure that:

IX.A   Work is complete

IX.B   Entries are accurate and timely

IX.C   Work is in compliance with agency requirements and policies.

I.   Keep Finance/Administrative Section Chief briefed on unit status and activity.

II.   Obtain demobilization plan and insure that compensation/claims specialists are adequately briefed on demobilization plan.

III.   Insure that all compensation for injury and claims logs and forms are up to date, and routed to the proper agency for post-incident processing prior to demobilization.

IV.   Maintain unit log.
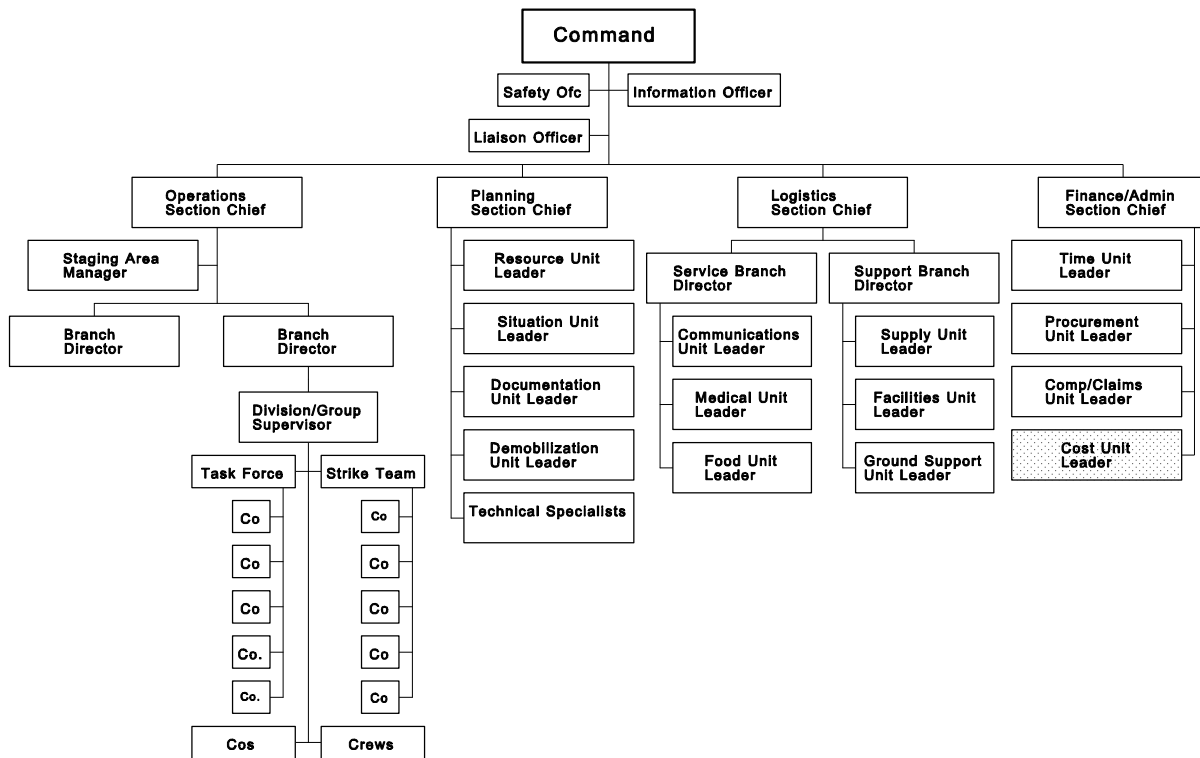
      The Cost Unit Leader is responsible for collecting all cost data, performing cost effectiveness analyses, providing cost estimates and cost saving recommendations for the incident.

I.   Obtain briefing from the Finance Section Chief.

II.   Coordinate with agency headquarters on cost reporting procedures.

III.   Obtain and record all cost data.

IV.   Prepare incident cost summaries.

V.   Prepare resources-use cost estimates for planning.

VI.   Make recommendations for cost savings to Finance Section Chief.

VII.   Maintain cumulative incident cost records.

VIII.   Insure that all cost documents are accurately prepared.

IX.   Complete all records prior to demobilization.

X.   Maintain unit log.

BASE
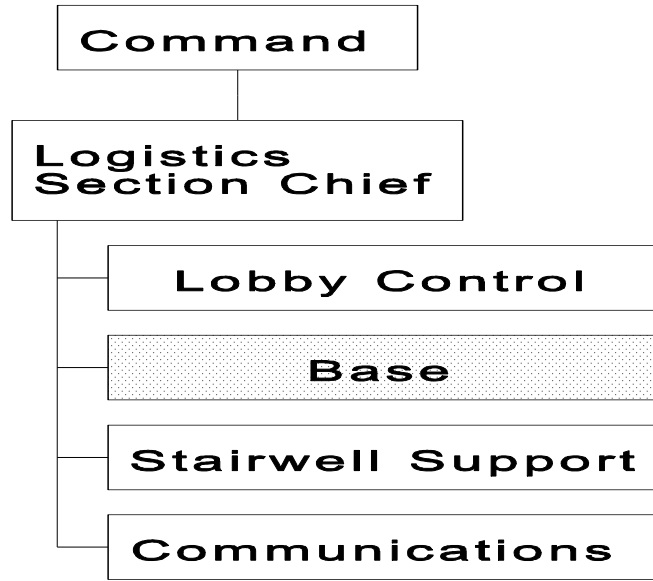
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                    │     Logistics       │
                    │   Section Chief     │
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                         │    │  Lobby Control         │
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That location at which the primary logistics functions are coordinated and administered. As differentiated from staging, resources in Base are not generally ready for immediate deployment. This element is typically staffed at large scale incidents such as high-rise fires where non-essential resources are marshaled and essential resources are staged. Base is a logistics function.

I.   Obtain briefing from COMMAND/LOGISTICS/BRANCH DIRECTOR.

II.   Establish proper parking configuration for all apparatus a minimum of 200' from the involved structure.

III.   Determine the most effective route to BASE for responding resources.

IV.   Maintain an accurate log of apparatus, equipment and available personnel within BASE.

V.   Coordinate the movement of resources into the involved structure through Lobby Control.

VI.   Establish equipment pools by priority of need according to the incident action plan.

VII.   Assure the BASE resources are requested before they are needed.

VIII.   Establish BASE security.

IX.   Supply water to the base of the stairwell for use by Stairwell Support.

LOBBY CONTROL
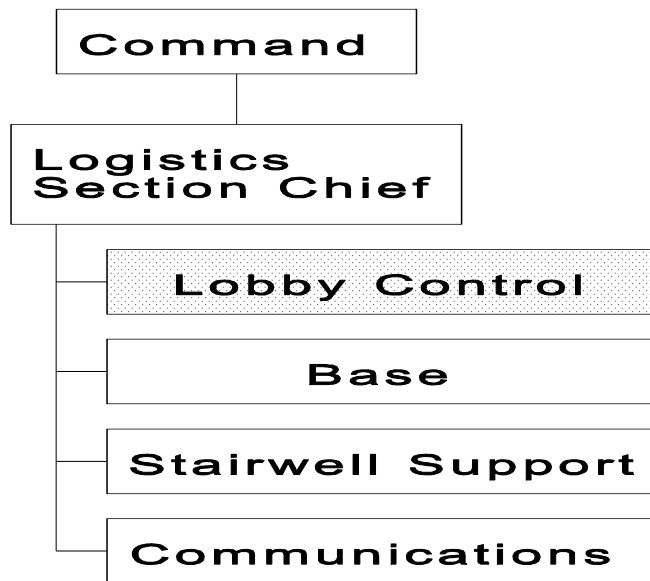
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          │  │    Lobby Control         │
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          │  │        Base              │
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          ├──┌──────────────────────────┐
          │  │   Stairwell Support      │
          │  └──────────────────────────┘
          └──┌──────────────────────────┐
             │    Communications        │
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A high-rise logistics function responsible to coordinate the movement of resources between Base and Staging. Also responsible for control of elevator and air handling systems.

I.   Obtain briefing from COMMAND/LOGISTICS.

II.   Control FD personnel and civilians entering and exiting the building.

III.   Account for all personnel entering or exiting the building by maintaining records, in & out times, and destination.

IV.   Designate useable elevators after a determination that they are safe to use.

V.   Verify that a water supply into the standpipe system has been established.

VI.   Control the HVAC system in accordance with the incident action plan.

VII.   Ensure that personnel moving to upper floors are properly equipped and PASS devices activated.

VIII.   Pressurize stairwells as required.

STAIRWELL SUPPORT

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        ├───│     Stairwell Support        │
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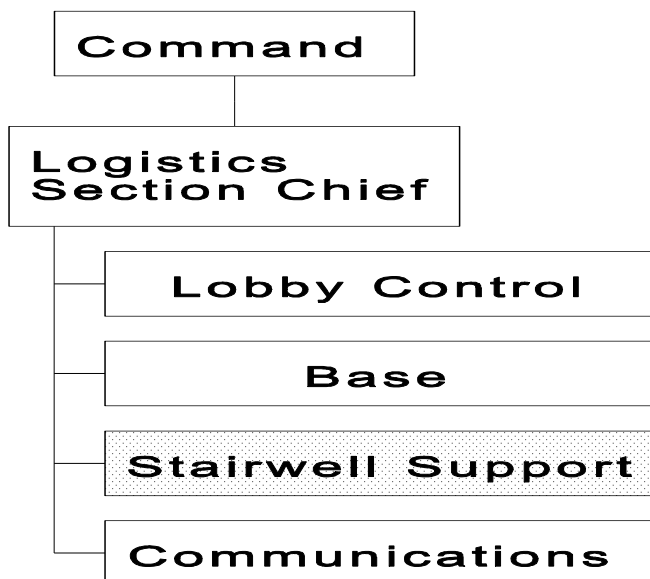
A high-rise logistics function responsible for the movement of equipment from Base or helicopter roof operations to Staging when utilizing the stairwell.

IX.   Obtain briefing from COMMAND/LOGISTICS.

X.   Determine the number of personnel necessary to accomplish the assigned tasks considering 1 person per 2 floors and sufficient supervisory personnel.

XI.   Ensure PASS devices of all assigned personnel are activated.

XII.   Coordinate and supervise auxiliary water supplies if required to be routed through stairwells.

XIII.   Monitor personnel for fatigue or distress and arrange for suitable crew rotation.

ORGANIZATIONAL CHARTS

       The following organizational charts show the position of all functions as well as their relationship to all other functions. The Standard Organizational Model depicts the incident organization most often applied to what might be termed the 'routine' incident. The High-Rise Organizational Model and the Hazardous Materials Organizational Model depict those additional functions specifically required to handle such incidents.

       In all incidents it is the Incident Commander's responsibility to apply the appropriate organizational model and assign those functions necessary to meet his/her strategic goals and tactical objectives.

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                              Command
                    ┌───────────────┬──────────────────┐
                 Safety Ofc              Information Officer

                 Liaison Officer

   Operations          Planning          Logistics          Finance/Admin
   Section Chief        Section Chief     Section Chief      Section Chief

   Staging Area         Resource Unit     Service Branch   Support Branch    Time Unit
   Manager              Leader            Director         Director          Leader

   Branch    Branch     Situation Unit    Communications   Supply Unit       Procurement
   Director  Director   Leader            Unit Leader      Leader            Unit Leader

             Division/Group  Documentation  Medical Unit   Facilities Unit   Comp/Claims
             Supervisor      Unit Leader    Leader         Leader            Unit Leader

   Task Force  Strike Team  Demobilization  Food Unit      Ground Support    Cost Unit
                            Unit Leader     Leader         Unit Leader       Leader

   Co      Co             Technical Specialists

   Co      Co

   Co      Co

   Co.     Co

   Co.     Co

   Cos     Crews
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              ├────│            Base              │
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              └────│       Communications         │
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                              ┌─────────────────┐
                              │     Command     │
                              └─────────────────┘
      ┌──────────────────────┐         │
      │ Safety Officer       │─────────┤
      │ Coordinates with Hazmat│       │
      │ Safety Officer       │         │
      └──────────────────────┘         │
              ┌────────────────────┐    │    ┌──────────────────────────┐
              │ Operations         │────┴────│ Planning                 │
              │ Section Chief      │         │ Section Chief            │
              └────────────────────┘         │ Coordinates with Hazmat  │
      ┌──────────────────┐   │               │ Technical Specialist     │
      │ Staging Area     │───┤               └──────────────────────────┘
      │ Manager          │   │
      └──────────────────┘   │
                   ┌──────────────────┐
                   │ Hazmat           │
                   │ Branch           │
                   │ Director         │
                   └──────────────────┘
      ┌────────────────────────┐    │
      │ Hazmat                 │────┤
      │ Safety Officer         │    │
      │ Coordinates with Overall│   │
      │ Safety Officer         │    │
      └────────────────────────┘    │
   ┌──────────────┬──────────────┬──────────────┬──────────────────────────┐
   │Decontamination│ Entry Group │ Site Access  │ Hazmat Technical Specialist│
   │Group Supervisor│ Supervisor │ Control Group │ Coordinates with Planning │
   │              │              │ Supervisor   │ Section Chief             │
   └──────────────┴──────────────┴──────────────┴──────────────────────────┘
                                  │
                         ┌──────────────────┐
                         │ Safe Refuge Area │
                         │ Manager          │
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OPM 2 – INCIDENT SCENE MANAGEMENT
Revised 06/21/2016
ISM -112

GLOSSARY

<u>AREA COMMAND</u> - An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at departmental operations center or at some location other than an incident command post.

<u>BASE</u> - That location at which the primary logistics functions are coordinated and administered. As differentiated from Staging, resources in Base are not generally ready for immediate deployment. The location at which primary service and support activities are performed. Not all incidents will have a Base. There will only be one Base for each incident. This element is typically staffed at large scale incidents such as high-rise fires where non-essential resources are marshaled and essential resources are staged. Base is a Logistics function.

<u>BRANCH</u> - The organizational level having functional/geographic responsibility for major segments of incident operations. This functional level falls between SECTION and DIVISION/GROUP.

<u>BRIEF INITIAL REPORT</u> - The initial status report which includes all of the information necessary to establish the operations at an incident.

<u>BRIEF PROGRESS REPORT</u> - Periodic information on the status of an incident designed to keep interested parties informed as to the progress of the incident.

<u>CAMPS</u> - Incident location where resources may be kept to support incident operations. Camps differ from Staging Areas in that essential support operations are done at Camps, and resources at Camps are not always immediately available for use. Not all incidents will have camps.

<u>CHIEF</u> - Functional title of the individual in command of any of the functional sections of the General Staff: Operations, Plans, Logistics, or Finance/Administration.

<u>COMMAND</u> - That section of the General Staff responsible for the overall management of incident activities, specifically responsible for assessing incident priorities; developing goals and objectives; developing and implementing incident action plans; developing appropriate command structure; resource management; incident scene safety; liaison with outside agencies; and release of appropriate information to the media.

<u>COMMAND POST (ICP)</u> - The location from which the Incident Commander oversees all incident operations. There is only one ICP for each incident or event. Every incident (over three units) or event must have some form of Incident Command Post.

<u>COMMAND STAFF</u> - The collective functions of Safety, Liaison, and Information which report directly to the Incident Commander.

COMMUNICATIONS UNIT - Functional unit within the Service Branch of the Logistics Section responsible for the incident communications plan, the installation and repair of communications equipment, and operation of the incident communications center.

COMPANY - A ground vehicle providing specified equipment capability and personnel.

COMPENSATIONS/CLAIMS UNIT - Functional unit within the Finance/Admin Section responsible for financial concerns resulting from injuries or fatalities at an incident.

COST UNIT - Functional unit within the Finance/Admin Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

CREW - A specific number of personnel not to exceed the recommended span of control of 5 assembled for an assignment. Most often used when company assignments are not available.

DEMOBILIZATION UNIT - Functional unit within the Plans Section responsible for assuring orderly, safe, efficient demobilization of resources committed to an incident.

DIRECTOR - Functional title of the individual in command of a Branch.

DIVISION - That organizational level having responsibility for operations within a defined geographic area. This functional level falls between BRANCH and CREWS, TASK FORCES, STRIKE TEAMS, and/or SINGLE RESOURCES.

DOCUMENTATION UNIT - Functional unit within the Planning Section responsible for recording/protecting all documents relevant to an incident.

FACILITIES UNIT - Functional unit within the Support Branch of the Logistics Section responsible for providing fixed facilities at an incident, including Base, feeding areas, sanitary facilities and a formal Command Post.

FIELD COMMUNICATIONS UNIT - That unit assigned the responsibility for radio communications between Fire Alarm and the incident to which that unit is assigned.

FINANCE/ADMIN SECTION - That section of the General Staff directly responsible to the Incident Commander for all costs and financial actions of the incident.

FOOD UNIT - Functional unit within the Service Branch of the Logistics Section responsible for providing meals to personnel involved in an incident.

GENERAL STAFF - The collectible sections of COMMAND, OPERATIONS, PLANS, LOGISTICS and FINANCE/ADMIN.

GROUND SUPPORT UNIT - Functional unit within the Support Branch of the Logistics Section responsible for fueling/maintaining/repairing vehicles and the transportation of personnel and supplies at an incident.

GROUP - That organizational level having responsibility for a specific functional assignment. This functional level falls between BRANCH and CREWS, TASK FORCES, STRIKE TEAMS and SINGLE RESOURCES.

HELIBASE - A location in and around an incident area at which helicopters may be parked, maintained, fueled and equipped for incident operations. Very large incidents may require more than one Helibase.

HELISPOT (Landing Zones) - Helispots are temporary locations where helicopters can land and load and off-load patients, personnel, equipment and supples. Large incidents may have several Helispots.

INCIDENT ACTION PLAN(S) - General control objectives reflecting the overall incident strategy and specific action plans for the next operational period. Action plans identify the problem(s) (strategic goals), the solution(s) (tactical objectives), and the tactical operation(s) (who and when).

INCIDENT COMMANDER - That individual assuming and having responsibility for the management of all incident activities.

INCIDENT MANAGEMENT TEAM (IMT) - are established on a Federal, State, departmental or regional basis. They provide a high level of Command and General Staff response to major incidents, such as natural disasters, target hazards, terrorism and manmade disasters.

INFORMATION & INTELLIGENCE: INTELLIGENCE OFFICER - The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

LIAISON OFFICER - Point of contact for assisting or coordinating agencies.

LOBBY CONTROL - A high-rise logistics function responsible to coordinate the movement of resources between Base and Staging. Also responsible for control of elevator and air handling systems.

LOGISTICS SECTION - That section of the General Staff responsible directly to the Incident Commander for providing facilities, services and materials for the incident.

MEDICAL UNIT - Functional unit within the Service Branch of the Logistics Section responsible for emergency medical treatment of on-scene emergency personnel. The Medical Unit is also responsible for managing the responder rehabilitation function.
OFFICER - Functional title of any individual responsible for the Command Staff functions of

Safety, Liaison or Information.

OPERATIONS SECTION - That section of the General Staff responsible directly to the Incident Commander for management of all tactical operations at an incident.

PLANS SECTION - That section of the General Staff responsible for the collection, evaluation, dissemination and use of information about the development of the incident and the status of resources.

PROCUREMENT UNIT - Functional unit within the Finance/Admin Section responsible for financial matters involving vendors.

PUBLIC INFORMATION OFFICER - A member of the Command Staff responsible for interfacing with the public and media or with other appropriate agencies with incident-related information requirements.

RAPID INTERVENTION CREW - A crew assembled for the specific purpose of being prepared to conduct search & rescue/extrication of emergency services personnel subjected to structural collapse and/or disorientation.

RESPONDER REHABILITATION (REHAB) - That function and location which shall include medical evaluation and treatment, food and fluid replenishment, and relief from extreme climatic conditions for emergency services personnel.

RESOURCE STATUS UNIT (RESTAT) - Functional unit within the Plans Section responsible for recording the status of resources committed to an incident.

SAFETY OFFICER - Responsible for monitoring and assessing safety hazards or unsafe situations and developing measures for ensuring personnel safety.

SECTION - That organizational level having functional responsibility for primary segments of incident operations such as: Operations, Plans, Logistics, and Finance/Admin.

SECTORING - The act of dividing an incident into manageable segments. There are two (2) methods of sectoring. They are:
     Geographic -   The dividing of areas through the use of Branches and/or Divisions.

     Functional -   The dividing of the incident by specific tasks to be accomplished through the use of Groups.

SERVICE BRANCH - A branch within the Logistics Section responsible for service activities at an incident.

SINGLE COMMAND - Command structure in which one individual has sole responsibility for Command functions.

SINGLE RESOURCE - An individual company or crew.

SITUATION STATUS UNIT (SITSTAT) - Functional unit within the Plans Section responsible for the analysis of a situation as it progresses.

SIZE-UP - The mental evaluation of various factors which may effect an incident and, therefore, the decisions regarding managing that incident.

STAGING AREA - That location where personnel and equipment are pooled and ready for immediate deployment (within 3 minutes) in an incident. Locations at which resources are kept while awaiting incident assignment. Most large incidents will have a Staging Area, and some incidents may have several. Staging Areas will be managed by a Staging Area Manager who reports to the Operations Section Chief or to the Incident Commander if an Operations Section has not been established.

STAGING AREA MANAGER - Responsible for the coordination, support and distribution of incoming resources.

STANDARD MAP SYMBOLS - Standard map symbols for facilities are shown below:

Incident Facilities
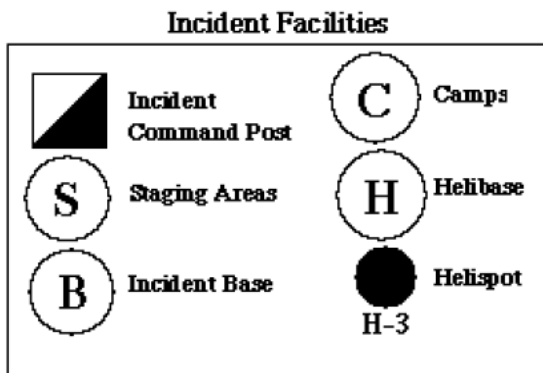
STRATEGIC GOAL(S) - The overall plan that will be used to control the incident. The purpose towards which all incident activities are directed. Strategic goals are broad definitions of incident problems. Examples: Rescue, Extinguishment, Salvage, etc. Strategic goals are achieved by the completion of tactical objectives.

STAIRWELL SUPPORT- A high-rise logistics function responsible for the movement of equipment from Base to Staging when utilizing the stairwell.

STRATEGIC MODE- The mode of attack as specified by the availability of resources compared to the resource requirements of the incident. i.e.:

Offensive Mode -Aggressive attack due to the fact that available resources exceed that required by the incident.

Defensive Mode -   A protective attack or defense due to the fact that the incident requires more resources than area available.

STRIKE TEAM - A functional element of up to five (5) units of the same type and under a common communications designation and a common leader.

SUPERVISOR - Functional title of any individual in command of a Division or Group.

SUPPLY UNIT - Functional unit within the Support Branch of the Logistics Section responsible for providing the personnel, equipment/supplies required for incident operations.

SUPPORT BRANCH - A branch within the Logistics Section responsible for providing the personnel, equipment and supplies to support incident operations.

TACTICAL OBJECTIVE(S) - Specific operations that must be accomplished to achieve strategic goals. Tactical objectives are both specific and measurable.

TASK FORCE - A functional element of up to five (5) units of mixed type under a common communications designation and a common leader.

TECHNICAL SPECIALISTS - Personnel with special skills specifically activated for those skills. These personnel initially report to the Plans Section but can be further assigned as the incident warrants.

TIME UNIT - A functional unit within the Finance/Admin Section responsible for record keeping of time for personnel working at an incident.

UNIFIED COMMAND - The organizational method which allows all agencies or individuals having jurisdictional or legal responsibility towards an incident to contribute to the Command function.

UNIT - That organizational element having functional responsibility for a specific incident's planning, logistics or finance/admin activity.