



INCIDENT COMMAND SYSTEM

SCOPE

This guideline shall apply to all members of the Stoney Point Fire Department and shall be adhered to by all members.

PURPOSE

To identify the procedures employed in the establishment of command and operation of a command post.

DEFINITIONS

Authority - the power or right to give orders, make decisions, and enforce obedience

Command - act of directing, ordering, and/or controlling resources by virtue of explicit legal, agency, or delegated authority

Command Post – (CP) physical location at which primary command functions are executed

Division - organization level having responsibility for operations within a defined geographic or functional area within a Branch

Environmental Protection Agency – (EPA) federal agency responsible for developing and enforcing environmental protection laws and regulations

Group - organizational level having responsibility for a specified functional assignment at an incident (water supply, ventilation, salvage, etc.)

Guideline - a general rule, principle, outline of a policy

Incident Action Plan – (IAP) strategic goals, tactical objectives, and support requirements for an incident. Required for all incidents, large or complex incidents require that the action plan be documented in writing

Incident Commander – (IC) The individual responsible for the management of all incident operations

Incident Command System – (ICS) combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure with responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident

Liaison Officer - point of contact for assisting or coordinating agencies

Logistics - detailed coordination of an operation involving many people, facilities, or supplies, shorthand for supplies

Policy Number

5A.001

Page 1 of 18



Programs

Standard Operating Guidelines (SOG)

Medical Unit - functional unit within the Logistics Section. Responsible for providing emergency medical treatment of emergency personnel

Member – any career, volunteer, staff, and auxiliary personnel affiliated with the department
National Fire Protection Association – (NFPA) international nonprofit organization devoted to eliminating death, injury, property, and economic loss due to fire, electrical and related hazards through the development of universal standards that are adopted by the fire service

National Incident Management System – (NIMS) federally mandated system required by HSPD-5 for use by all levels of government in the response to natural or man-made disasters

Occupational Safety and Health Administration – (OSHA) federal agency responsible for developing and enforcing safety and health regulations

Operations – tactical personnel or the performance of objectives

Operations Section - responsible for determining and implementing tactical objectives, conducting operations, and directing resources

Planning Section - responsible for the collection, evaluation, dissemination, and use of information about the development of the incident and the status of resources

Public Information Officer – agency communications coordinator and spokesperson

Responsibility - the state or fact of having a duty to deal with something or of having control over someone, being accountable for one's actions

Shall - indicates a mandatory requirement

Staging Area – physical location where incident personnel and equipment are assigned on an immediately available status

Standard Operating Guidelines – (SOG) documents that establish how an organization shall operate and expected performance of its members to specific duties outlined in generalized terms

Strategic Goals - overall plan that will be used to control the incident

Tactical Objectives - specific operations that must be accomplished to achieve strategic goals

Policy Number

5A.001

Page 2 of 18

GUIDELINES

Command shall be established at all incidents. The effective functioning of Stoney Point Fire Department units and members at an incident requires clear, decisive action and guidance from a single Incident Commander. Responsibility and authority exist within the title of Incident Commander, regardless of organizational rank. The Incident Command System shall be implemented at all incidents for which Stoney Point Fire



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Department has responsibility. Command guidelines are designed to accomplish the following goals:

- Provide for the safety of operational personnel through command and control
- Ensure tactical effectiveness and efficient use of resources and personnel
- Meet NIMS, NFPA, OSHA and EPA requirements for establishment of Incident Command at hazardous material and emergency incidents
- Provide a system for orderly transfer of command
- Assign responsibility for assuming Incident Commander duties based upon arrival sequence, experience, and authority immediately upon arrival
- Establish an effective framework of the activities and responsibilities assigned to command

Communications

All emergency communications shall use clear text and plain language to ensure interoperability and understanding. "10" codes and other acronyms shall not be utilized. All members shall use the following format:

- Initiate communications and determine that the intended receiver is listening "Dispatch, this is 1331", "1331, this is Dispatch"
- Transmit the message or order concisely in clear text
- Receive feedback from the receiver to ensure that the message was received and understood
- Confirm that the message or order was understood; if not correct and clarify the message "Dispatch, this is 1331, Direct" or "Dispatch, this is 1331, say again"

The following example involves the Incident Commander at an incident on Stoney Point Road and operational units on scene.

Stoney Point Command: "1331, this is Command, position your attack line to protect the Side B exposure"

1331: "Command, this is 1331, Direct, positioning attack line to protect Side B exposure"

Stoney Point Command: "1331, this is Command, Direct"

Stoney Point Command: "Rescue 13, this is Command, establish RIT"

Policy Number

5A.001

Page 3 of 18



Programs Standard Operating Guidelines (SOG)

Rescue 13: “Command, this is Rescue 13, your transmission was cut off, say again”

Stoney Point Command: “Rescue 13, this is Command, establish RIT”

Rescue 13: “Command, this is Rescue 13, Direct, establishing RIT”

Stoney Point Command: “Rescue 13, this is Command, Direct”

Establishment of Command

The senior ranking member of the first arriving unit shall establish command. Command shall be formally established through the initial transmission to Dispatch. This initial report shall contain the following information:

- Identity of the unit transmitting the report
- Actual location of the incident, if different than that of the Dispatch
- Brief description of the incident and report of conditions (i.e. heavy fire showing from the first floor of side A of a 2-story residential structure.)
- Designation of the individual establishing command and location of command (e.g. 1331 will have command and will be located on side A)

Policy Number

5A.001

Page 4 of 18

1331: “Cumberland, this is 1331, on scene of a single-story mobile home residential structure with heavy fire showing from the first floor of sides A and D, this will be a defensive operation, 1331 will have Lakeview Command”

Dispatch: “Lakeview Command, this is Cumberland, Direct, defensive operation”

Incidents shall be given a specific geographic name, corresponding to the incident location, to reduce confusion when multiple incidents share the same radio frequency and/or dispatcher.

Monitoring Communications at an Incident

The Incident Commander shall monitor the Command Channel (typically the Ground channel) for the response area (City or County) and all assigned Tactical Channels. Incidents involving a single unit response shall monitor the Ground channel or the assigned Tactical channel designated by Dispatch. The Incident Commander shall



Programs

Standard Operating Guidelines (SOG)

maintain communications with either Cumberland Central Dispatch or Fayetteville City Dispatch depending on the location of the incident. The Incident Commander has the responsibility to maintain communications situational awareness and respond to all calls (Dispatch, other Officers and or units) on both the Command channel and assigned Tactical channels.

Selection of Command Mode

The Incident Commander must determine if initial command activity will be conducted from a fixed position, or if it will be conducted simultaneously with the tactical operations of the first arriving unit. Command from a fixed position is preferred, particularly when an incident is complex or escalating rapidly.

The initial Incident Commander must answer the following questions:

- **Will the initial tactical operations of the first arriving unit have a significant impact on eventual outcome of the incident?**
- **Will the personal efforts of the Incident Commander in the performance of tactical activity have a significant impact on the ability of the unit to achieve its assigned tactical objective(s)?**

Policy Number

5A.001

Page 5 of 18

If the answer to these two questions is no, command from a fixed position should be established. However, if the incident requires immediate tactical activity, and apparatus staffing necessitates that the Officer be an integral part of the tactical operations, command in the offensive mode should be established. **Command in the offensive mode shall only be performed until command can be transferred.**

Incident Commander Responsibilities

The Incident Commander at any incident shall have the following responsibilities:

1. **Incident Priorities Assessment** - provide a framework for command decision making. Tactical activity may address more than one incident priority simultaneously.

Life safety/Rescue (First Priority)

Exposures (Second Priority)

Incident Stabilization/Confinement (Third Priority)

Extinguishment (Fourth Priority)



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2. Perform Size-up - the Incident Commander must perform an initial assessment of the situation, potential for incident expansion, and the status of available resources. This size up must continually be reassessed throughout the duration of the incident.

- **What have I got? (Situation)**
- **Where is it going? (Potential)**
- **What do I need to control it? (Resources)**

3. Selection of Strategic Mode - critical decision impacting the safety of personnel and the effectiveness of tactical operations. Offensive or Defensive

- **Are conditions safe to conduct offensive operations?**
- **Are present or projected resource capabilities sufficient for safe offensive operations to control the incident?**

4. Strategic Goals Definition - define the plan that will be utilized to control the incident. Strategic goals are broad in nature and are accomplished by the completion of tactical objectives. Strategic goals are generally focused in the following areas:

- Protection or removal of exposed persons
- Confinement, extinguishment, or control of the hazard
- Minimize loss to involved or exposed property

5. Tactical Objectives Establishment - specific operations that must be accomplished to achieve strategic goals. Tactical objectives shall be specific and measurable, defining:

- Assignment of resources
- Nature of tactical activity
- Location in which the tactical activity must be performed
- Tactical actions that must be performed in sequence or coordinated with other tactical actions

6. Incident Action Plan Implementation - requires that the Incident Commander establish an appropriate organizational structure to manage the required resources and communicate the tactical objectives. The incident action plan may be communicated by assigning tactical objectives, or by assigning task activity.

Tactical Standard Operating Guidelines may define common components of the incident action plan such as water supply, standard apparatus placement, and the methods to be used for basic tactical operations.

Policy Number

5A.001

Page 6 of 18



Programs

Standard Operating Guidelines (SOG)

Standard Geographic Designation System

The Standard Geographic Designation System (SGDS) is the system utilized to divide an incident scene into smaller command units or areas for more efficient operations. Complex incidents may exceed the capability of a single Officer to effectively manage the entire operation. The Standard Geographic Designation System facilitates the reduction in the span of control to more manageable components. This arrangement permits more effective communications and efficient operations and accountability.

The Standard Geographic Designation System provides a system for division of a large incident into geographic Divisions or functional Groups. All tactical objectives are delegated to the Divisions and Groups with the responsibility for accomplishment referred to the supervisors. Division and Groups function under the Operations Section or directly under the Incident Commander in the absence of an Operations Section. Division and Group Supervisors are responsible for tactical deployment of resources, task accomplishment and the safety and accountability of all assigned units. The system reduces the need for excessive radio communication by reducing the number of personnel or units that need to communicate directly with the Incident Commander.

Policy Number

5A.001

Page 7 of 18

The Incident Commander shall assign Divisions or Groups:

- When the number of individual units, including incoming units, at the incident exceed the capability to directly control
- Units are involved in complex or specialized incident operations
- Units are operating from widespread tactical positions making efficient control difficult
- Situations requiring close unit control (structural conditions, hazardous materials, heavy fire load, marginal offensive situations, etc.)

Divisions/Groups will be regulated by the following guidelines

The Incident Commander shall assign Divisions for geographical areas and Groups for specialized functional operations, as required, for effective incident operations. The number and composition of the units assigned to Divisions or Groups is dependent upon the tactical objectives to be accomplished by either. The ideal span of control for effective leadership is five to six units each with a leader.

Divisions are named for their geographical location. Large incidents may have Divisions named for streets, creeks, communities etc. For structure fires, the term side will be utilized for geographical locations until a Division has been assigned to that location, at that time, the side becomes a Division. Division Supervisors will use Division designation in radio communications.



Programs

Standard Operating Guidelines (SOG)

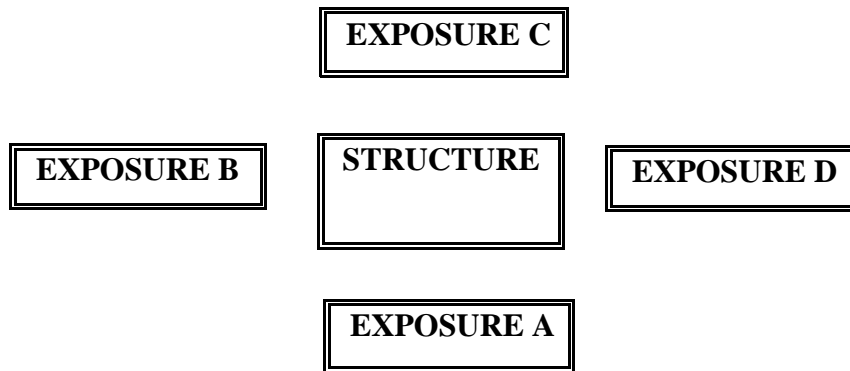
Sides and Divisions of a structure fire are listed A through D in a clockwise manner with A being the side facing the roadway or point of access. Examples follow:

Division A will always be on the side of the structure facing the street (address side)

Division B will be on the side of the structure to the left in a clockwise manner.

Division C will be at the rear of the structure on the opposite side of Division A.

Division D will be on the side of the structure to the right.



Policy Number

5A.001

Page 8 of 18

For operations in structures with more than one floor, the individual stories will be designated as geographical areas. The stories will be designated as a Division when elements are assigned. The Divisions start with the first floor being Division 1 counting upwards with each floor. Basements will be designated Division Zero or Division Basement.

DIVISION 4
DIVISION 3
DIVISION 2
DIVISION 1



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Groups shall be designated by their functional area (Salvage, Rescue, Medical, HAZMAT, etc.). Groups are not limited by geographical boundaries. Groups perform their tactical objectives across the incident area and coordinate with the Division that they will operate in. Group Supervisors will use Group designation in radio communications.

Divisions and Groups can be designated and reassigned, as needed, by the Incident Commander. Division and Group Supervisors shall receive their assignments and resources from the Operations Section, if one has been established, or the Incident Commander. The Supervisor will assess the situation in their geographical or functional area, brief their resources on the assigned tasks and assume command.

The early establishment of Divisions or Groups provides an effective framework upon which the operation can be built. The initial assignment of a Division or Group Supervisor may be given to the Company Officer that received the initial tactical assignment in the geographical or functional area. The Incident Commander may assign an Officer to assume the role of Division or Group Supervisor when one becomes available. A regular transfer of command shall be conducted between the tactical Officer and the new Division or Group Supervisor.

Division and Group Supervisors shall be in command and control of all assigned units and personnel. Supervisors shall be responsible for:

- Monitoring work progress and tactical objective completion
- Redirecting subordinate unit activities as necessary
- Coordinating with adjacent elements and Incident Command
- Monitoring the safety and welfare of assigned personnel
- Requesting additional resources as needed to complete assigned tasks
- Communicating with Operations Section of Incident Command as necessary
- Reallocating units and resources within his Division or Group

Division or Group Supervisors shall communicate frequently with the Incident Commander to report on progress and advise on significant changes within the Division or Group area that may impact the ability to accomplish assigned tactical objectives. The Incident Commander relies upon timely and accurate information from Division and Group Supervisors to adjust the Incident Action Plan and efficiently allocate resources.

Assignments of units or personnel from the staging area to a Division or Group is made by the Incident Commander. The assigned unit or personnel shall be advised of the Division or Group they are being assigned to and the Officer to report to. The Division or Group Supervisor is responsible to contact the unit and give directions and objectives.

Policy Number

5A.001

Page 9 of 18



Programs Standard Operating Guidelines (SOG)

Division and Group Supervisors shall remain mobile and supervise the work of all assigned units. Supervisors may have to enter interior portions of an incident to monitor the progress of tactical objectives. The Division or Group Supervisor shall maintain radio communications and be readily identifiable in a visible position as much as possible.

Unit Officers working within a Division or Group primarily direct the operations of their crew. These crews are called Individual Resources and are tasked with accomplishing tactical objectives. Resource Officers or leaders maintain communication with the Division or Group Supervisor to provide updates on assigned tasks and request assistance or resources. Communication between Division or Group Supervisors and the Incident Commander should use approved non-radio methods whenever possible to limit congestion of the assigned radio channels.

Staging

The staging guideline delineates the staging area and provides a standardized system of initial placement for responding apparatus, personnel, and equipment prior to assignment for tactical operations. Staging will:

- Prevent excessive apparatus congestion at the scene
- Allow the Incident Commander time to gain situational awareness prior to assigning apparatus
- Place uncommitted apparatus in a safe location close to the incident to facilitate rapid and effective operational assignment
- Reduce unnecessary radio traffic during initial stages of the incident
- Reduce incident scene confusion and congestion with uncommitted resources

Policy Number

5A.001

Page 10 of 18

Level I - Staging

Typical staging method utilized on multiple unit incidents. Pre-Incident Plans will determine exceptions to Level I staging based upon any specialized requirements.

- First due unit responds directly to the incident and operates to its best advantage
- Second due unit also responds directly to the incident and positions itself to the best possible advantage, or as directed by the Officer in charge
- Rescue, Medical Squad or Ambulances shall respond directly to the incident and position the apparatus to provide maximum access for medical or rescue support and not impede the operation of other units
- Other responding units shall stage along the side of the road approximately one block from the incident, in their direction of travel



Programs

Standard Operating Guidelines (SOG)

- Upon arrival at staging, units shall report their designation and location to Dispatch (“Cumberland, 1931 is staging at 3400 Braddy Road”)
- Units shall monitor communications and only respond when called for assignment or Personnel Accountability Report
- Staged units shall take necessary action when they observe a critical need. The unit will inform the Incident Commander of the situation and actions immediately

Level II - Staging

Typical staging method utilized for large, complex incidents. These incidents typically require an on-scene reserve of apparatus and personnel, which involves a formal staging area designated by the Incident Commander. The staging area shall be located away from the Command Post and from the incident scene. The staging area must provide adequate space for safe assembly and effective movement of apparatus. Upon designation of a formal staging area, all responding apparatus shall report to and remain ready until assigned to a tactical assignment.

The Incident Commander, upon deciding that the incident requires Level II staging, shall inform Dispatch of the location of the staging area. Dispatch shall inform all units. Level II staging supersedes Level I staging, however apparatus already in Level I staging shall remain in position until directed to an assignment or to move to the staging area.

When a staging area is established, an Officer shall be designated by the Incident Commander to serve as the Staging Officer. If a Staging Officer has not been designated, the first arriving Officer shall assume the duties of Staging Officer and inform the Incident Commander immediately. The Staging Officer has the authority and responsibility to relocate the staging area to a more advantageous location if the original location is unsafe or inadequate for operations.

The radio designation for the Staging Officer shall be “Staging”. Communications between the staging area and the Incident Commander shall be by radio from the Staging Officer only. Responding units report directly to the staging area, the Officer shall report in person to the Staging Officer, not on the radio. Crews shall remain intact, near their apparatus with their emergency lights turned off, ready for immediate assignment. When requested by the Incident Commander, the Staging Officer shall verbally assign a unit to a specific Division or Group, along with the location and Officer to which they shall report. The Staging Officer shall then radio the assigned unit designation to the Incident Commander for accountability purposes.

Policy Number

5A.001

Page 11 of 18



Programs Standard Operating Guidelines (SOG)

Staging Officer responsibilities include:

- Coordination with law enforcement agencies to block streets, intersections, and secure other access required for the staging area
- Ensuring that apparatus are appropriately parked to facilitate movement
- Reviewing with the Incident Commander the number and type of resources to be maintained in the staging area and requesting these resources from Dispatch
- Assuming a position that is visible and accessible position to incoming and staged units. This will be accomplished by leaving their apparatus emergency lights on

Manpower

Incident staging area specific for unassigned personnel, located at the incident scene. Coordinates with the Incident Commander or Operations Section Chief to ensure adequate manpower. Manpower responsibilities include:

- Establishing manpower staging area close to, but away from incident operational area to prevent congestion on the incident
- Assigning personnel to tactical assignments as requested by Incident Commander and Division or Group Supervisors
- Requests additional resources through the Incident Commander when immediate resources become inadequate for likely tasks

Policy Number

5A.001

Page 12 of 18

Rehabilitation

Location and personnel that provide medical monitoring, rest, and hydration support to incident personnel. Coordinates with the Incident Commander and Operations Section to ensure personnel health and safety. Rehabilitation responsibilities include:

- Establishing rehabilitation area close to, but away from incident operational area to promote health, safety and rest and prevent congestion on the incident scene
- Establishing a supply of liquids, food, towels, etc. as deemed necessary by current conditions
- Requesting support from the Stoney Point Fire Department Auxiliary for additional resources and assistance as needed
- Coordinating with the on-scene Emergency Medical Services personnel to facilitate medical screening of incident personnel returning from operational assignment, prior to return to Manpower. Identifies personnel that are unfit to return to tactical assignment and relays information to the Incident Commander



Programs Standard Operating Guidelines (SOG)

Medical Unit

Location and personnel assigned to provide medical support to incident personnel. Coordinates with the Incident Commander or Operations Section and Rehabilitation to ensure personnel health and welfare. Medical responsibilities include:

- Monitoring vital signs and physical condition of incident personnel
- Providing on scene medical treatment to injured personnel
- Requesting transportation for injured or ill personnel to higher levels of care
- Staffing by Cumberland County Emergency Medical Service if available, or Stoney Point Fire Department Emergency Medical Technicians

Hazardous Materials Unit

Coordinates with and provides technical advice to Incident Commander or Operations Section at Hazardous Materials Incidents. Hazardous Materials unit responsibilities include:

- Assisting the Incident Commander or Operations Section with tactical objectives related to Hazardous Materials
- Requesting materials or resources required for incident stabilization
- Function typically assigned to Regional Response Team Commander or Fayetteville HAZMAT supervisor

Policy Number

5A.001

Page 13 of 18

Law Enforcement

Coordinates with the Incident Commander or Operations Section on all incidents requiring Law Enforcement participation. Law Enforcement responsibilities include:

- Providing traffic or crowd control and securing incident locations
- Assisting with the evacuations of incident areas
- Investigating suspicious fires in conjunction with Cumberland County Fire Marshal's Office, and all incident scenes involving fatalities

Utilities

Coordinates with the Incident Commander or Operations Section to ensure adequate utilities safety on the incident scene. Utilities responsibilities include:

- Ensuring that all electrical power to affected area is disconnected by the appropriate power company
- Ensuring that all utility companies related to the incident have representatives at the incident scene to provide technical advice and assistance



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Air Unit

Coordinates with the Incident Commander or Operations Section to provide adequate breathing air supply at incident scenes. Air Unit responsibilities include:

- Establishing a complement of full air cylinders at equipment resource pool located near manpower
- Establishing a refill area at assigned Air Unit or 1981
- Refilling air bottles and returning to the resource pool

Logistics

Coordinates with the Incident Commander or Operations Section to provide services and materials for the incident. Responsibilities include:

- Coordinating with support function Officers in the procurement of services and materials needed for their specific functions
- Supporting large incidents that require expanded services and materials
- Typically delegated to Cumberland County Emergency Management, Fayetteville Finance Officer, or a Stoney Point Fire Department Chief Officer

Policy Number

5A.001

Page 14 of 18

Evacuation

Coordinates with the Incident Commander or Operations Section regarding requirements for evacuation. Responsibilities include:

- Establishing the evacuation command post most suitable to the situation
- Utilizing maps to make assignments for evacuation personnel
- Prioritizing evacuation areas based upon "Most Immediate Danger" areas first
- Coordinating with the Incident Commander, Operations Section, and Logistics for locations suitable for evacuation and family reunification centers
- Ensuring that incident personnel know the location of evacuation centers
- Coordinating with medical personnel concerning special needs population evacuation requirements
- Coordinating with the Incident Commander or Operations Section on methods of notification of evacuation area residents
- Keep the Incident Commander or Operations Section advised of evacuation status



Programs Standard Operating Guidelines (SOG)

Property Conservation

Coordinates with the Incident Commander or Operations Section to conduct safe Property Conservation operations throughout the incident. Responsibilities include:

- Maintaining accountability and limiting crews working within the incident area
- Ensuring structures are safe to conduct Salvage and Overhaul operations
- Limiting unnecessary damage done to structures and their contents
- Identifying, securing, and preserving evidence of arson or a suspicious fire, restricting access to only necessary personnel
- Coordinating with structure owner, or resident, to secure any valuables, important records and documents following the investigation
- Coordinating with the Incident Commander or Operations Section and the building owner concerning the extent of damage, unsafe areas, utilities status, and ensuring the structure is safe

Policy Number

5A.001

Page 15 of 18

Water Supply

Coordinates with the Incident Commander or Operations Section to establish and maintain an adequate water supply throughout the duration of the incident. Responsibilities include:

- Coordinating relay pumping operations
- Recognizing when to modify or improve the existing water supply plan
- Directing units assigned to water shuttle operation, or hydrant utilization
- Relaying water point locations and assigning responsibilities to units involved in water supply operations
- Identifying water supply requirements and available resources, coordinates with the Incident Commander regarding additional water supply resources

Public Information Officer (PIO)

Coordinates with the Incident Commander or Operations Section to control the movement of media personnel and establish an operating framework for public information that will effectively integrate into the incident management system. Responsibilities include:

- Establishing a Public Information Group to assist in gathering information and communicating with the media concerning the incident and ongoing operations
- Remaining visible and accessible to the media in a location adjacent to the Command Post. Provide positive, timely and truthful information



Programs Standard Operating Guidelines (SOG)

Ventilation

Coordinates with the Incident Commander or Operations Section to conduct effective ventilation operations during an emergency incident. Ventilation responsibilities include:

- Recognizing the need for and type ventilation for the incident
- Providing for proper ventilation of the structure or confined space
- Recognizing and correcting all ventilation problems during the operation
- Requesting the appropriate resources to accomplish the ventilation operation
- Coordinating with structure owners, managers, or residents regarding any mechanical ventilation units and locations

Incident Safety Officer

Coordinates with the Incident Commander or Operations Section to identify and mitigate safety hazards. Responsibilities include:

- Observing operations at the incident to ensure safety regulations and Standard Operating Guidelines are followed
- Identifying and correcting health and safety violations
- Suspending, altering, or terminating any activity determined to be a safety or health hazard. The Incident Safety Officer shall immediately inform the Incident Commander of any actions taken to correct imminent hazards
- Developing courses of action to correct health and safety hazards
- Briefing personnel on hazards, mitigation measures and incident safety

Policy Number

5A.001

Page 16 of 18

Operations Section

Coordinates with the Incident Commander to conduct all tactical operations at the emergency incident. Operations Section shall be used for span of control purposes. Operations Section responsibilities include:

- Communicating with the Incident Commander regarding required resources, progress of tactical objectives and status of assigned incident personnel
- Directing and assigned Divisions and Groups to accomplish tactical objectives
- Ensuring tactical objectives are completed, supporting the strategic goals



Programs

Standard Operating Guidelines (SOG)

List of standard group functions:

- | | |
|--------------------------|--------------------------------|
| 1. Staging Levels I & II | 09. Logistics |
| 2. Manpower | 10. Evacuation |
| 3. Rehabilitation | 11. Property Conservation |
| 4. Medical Unit | 12. Water Supply |
| 5. Hazardous Materials | 13. Public Information Officer |
| 6. Law Enforcement | 14. Ventilation |
| 7. Utilities | 15. Incident Safety Officer |
| 8. Air Unit | 16. Operations Section |

In addition to the above standard group functions, the Incident Commander may establish groups to perform other specialized functions as required by the situation.

Transfer of Command

Incident Command may be transferred from the initial Incident Commander (often the first due Company Officer) to a later arriving or Chief Officer. **Transfer of command shall take place in a face-to-face meeting whenever possible to facilitate effective communication and feedback.** If face-to-face communication is not possible, transfer of command may be conducted by phone or radio.

When command has been established by a Firefighter, command shall be transferred to the first arriving Company Officer. Command may be transferred to the first arriving Chief Officer at the Chief Officer's discretion (the Chief Officer may elect to allow the Company Officer to continue as the Incident Commander for the experience). Transfer of command to higher-ranking Chief Officers is also discretionary. When a Chief Officer allows a subordinate Officer to retain command, the Chief Officer retains responsibility for the incident. Transfer of command shall include communication of the following information:

- Current status of the strategic goals
- Organizational structure, current and projected resources, and personnel
- Assessment of tactical objectives impact on incident stabilization

Following transfer of command, the Incident Commander may return the former Incident Commander to their unit or assign to a subordinate position within the Incident Command System organizational structure.

Policy Number

5A.001

Page 17 of 18



Incident Command System Forms

Incident Commanders shall utilize the approved Incident Command System forms to record activities, assignments, and resources to aid in the transfer of command. Additionally, these forms provide the basis for the Incident Action Plan and will be useful should the incident extend into multiple incident periods. At a minimum, the following forms will be completed:

- ICS 201 Incident Briefing
- ICS 214 Activity Log

Large, complex, or multiple operations period incidents will require additional Incident Command System forms to be completed.

- ICS 202 Incident Objectives
- ICS 203 Organization Assignment List
- ICS 204 Assignment List
- ICS 205 Incident Communications Plan
- ICS 206 Medical Plan
- ICS 207 Incident Organization Chart
- ICS 208 Site Safety Plan
- ICS 209 Incident Status Summary

Policy Number

5A.001

Page 18 of 18

REFERENCES

National Incident Management System

Incident Command System Resource Center

Transfer of Command

NFPA 1410

NFPA 1561