

4.02 Incident Command

This person is in charge of the overall situation and is responsible for the operation of the entire incident. This person shall be located at the Command Post and shall be designated as "Command". All persons shall refer to this person as "Command".

Duties- Command shall be responsible for the establishment of the Incident Command System.

The duties shall be as follows and include but are not limited to:

- A. Obtain situation briefing
- B. Establish command post and staging area and advise Communications Center
- C. Identify and prioritize immediate and potential problems;
 - 1. Fires with trapped victims
 - 2. Fires with probability of spreading
 - 3. Major mass casualty or medical
 - 4. Trapped victims
 - 5. Hazardous materials
 - 6. Large fires with no spread potential
 - 7. General assistance
- D. Establish radio frequencies to be used
- E. Authorize incident action plan
- F. Appoint and brief staff as needed
 - 1. Aides
 - 2. Liaison Officer
 - 3. Safety Officer
 - 4. Planning Section Chief
 - 5. Logistics Chief
 - 6. Information Officer
 - 7. Finance Chief
- G. Approve requests for additional resources
- H. Approve demobilization
- I. Develop incident strategy with staff
 - 1. Overall strategy
 - 2. Line of containment
 - 3. Time of containment
 - 4. Assess evacuation needs
- J. Determine availability of
 - 1. Manpower
 - 2. Apparatus

- 3. Equipment
 - 4. Emergency housing
 - 5. Relief personnel
 - 6. Citizen welfare
- K. Execute incident action plan
 - L. Establish and maintain liaison, as needed

- 1. Other fire agencies
- 2. Law enforcement agencies
- 3. Medical facilities
- 4. Public works
- 5. Military
- 6. Coroner

- M. Evaluate progress of emergency efforts
- N. Revise incident action plan as needed

Public Information Officer (PIO)- Formulate and release information about the incident to news media and other appropriate agencies. This position shall be known as PIO and can be contacted through Command.

Receives briefings from Command as to status of the incident. Formulates information and facts and, with approval of command, releases this information to media and other appropriate agencies. The duties of the PIO shall include, but not be limited to:

- A. Obtain situation briefing from command
- B. Appoint staff as needed
- C. Coordinate activities with command and check restrictions to be set upon news release information
- D. Set up an area designated only for news media and control their activity to this area
- E. Make a list of the news media and other personnel and agencies to be contacted
- F. Assemble and prepare information releases
- G. Observe established constraints on release of information
- H. Obtain approval of news releases from command
- I. Transmit news releases to news media and post in command. Post 15 minutes after release
- J. Attend necessary meetings to update information
- K. Arrange meetings with incident personnel and news media if requested
- L. Forward all reports to command

Safety Officer- The safety officer is responsible for the safety of all incident personnel and equipment. The safety officer shall report directly to Command and shall be known as "Safety".

The duties of the safety officer shall include but not be limited to:

- A. Obtain situation briefing from command

- B. Assess situation
- C. Appoint and brief staff as needed
- D. Identify existing and potential hazardous situations associated with the incident
- E. Keep all persons informed of existing and impending hazards
- F. Attend planning meetings
- G. Review incident action plan
- H. Exercise emergency authority to stop and prevent unsafe actions
- I. Investigate accidents that occur in the incident area
- J. Survey the area for dangerous situations such as:

- 1. Gas
- 2. Water
- 3. Power
- 4. Sewer
- 5. Electric
- 6. Toxic gases (HazMat)
- 7. Radiation (HazMat)
- 8. Pesticides
- 9. Chemical agents
- 10. Use of elevators
- 11. Structural integrity (Collapse Hazards)
- 12. Flooding
- 13. Rupture of tanks, vessels, or pipes

- K. Post danger signs where appropriate
- L. Notify relief personnel of current safety status
- M. Forward all reports to command

Liaison- Liaison has the responsibility to interact with assisting and cooperating agencies including civilian agencies. Liaison shall be located in the command post and report directly to command.

The liaison shall be known as "liaison" and the duties include, but are not limited to the following:

- A. Obtain situation briefing from command
- B. Assess situation
- C. Appoint and brief staff as needed
- D. Act as contact point for assisting and cooperating agencies
- E. Establish contact with liaison counterparts of each assisting and cooperating agency
- F. Ensure a continual communications link between you and command, and between you and other liaison counterparts
- G. Respond to requests and complaints from incident personnel regarding inter-organizational problems
- H. Forward all reports to command

Operations Officer- Operations is responsible for the incident combat operations.

Operations shall report directly to command and shall be known as "Operations". Duties include, but are not limited to:

- A. Obtain situation briefing from command
- B. Assess situation
- C. Appoint and brief staff as needed:
 - 1. Divisions/Groups/Sectors
 - 2. Systems Control Groups
 - 3. Aides
 - 4. Air Support Groups
 - 5. Staging-Area Manager
- D. Supervise emergency operations
- E. Establish communications with Division/Group/Sector Officers
- F. Consult and collaborate with Planning and Logistics Section Chiefs
- G. Consult and collaborate with Planning and Logistics Section Chiefs
- H. Assign personnel in accordance with incident action plan
- I. Attend meetings as necessary
- J. Determine need for immediate and anticipated resources
- K. Keep command informed of any special conditions or activities
- L. Request periodic progress reports from Divisions/Groups/Sectors
- M. Initiate recommendations for demobilization of resources

Staging Area Manager- The staging manager is required to establish and maintain an area that is supplied with combat equipment, personnel, and supplies for use during an incident. This person shall communicate to the Operations Chief and to command and shall be known as "Staging".

The duties of the staging manager shall include, but not be limited to the following:

- A. Obtain situation briefing from command and/or operations
- B. Assess situation
- C. Appoint staff and brief
- D. Locate, prepare and identify staging area, consider the following:
 - 1. Safety and accessibility (High-rise 2 floors below the fire floor and termed Support Area. Staging area for equipment, apparatus is set up outside and a minimum of 200 feet from building.)
 - 2. Advise command/operations when operational
 - 3. Traffic control must be monitored and directed
 - 4. Location must be identified for incoming personnel and equipment
- E. Order and dispense resources;
 - 1. As directed by Operations Chief
 - 2. Prioritize resource needs
 - 3. Maintain resource inventory and resource need list
 - 4. Consider equipment time limitations
 - 5. Anticipate and advise on changing resource requirements

6. Keep record of resource movement-personnel and equipment
- F. Forward reports through operations and command

Planning Officer- The Planning Officer is responsible for understanding the current situation and predicting the probable course of the incident. Prepare primary and alternate strategies for the Incident Commander. Plans must collect, evaluate and disseminate information about the incident. The planning section shall be located in the command post.

The duties of the planning section include, but are not limited to the following:

- A. Obtain situation briefing from command and operations
- B. Assess situation
- C. Appoint and brief staff as needed;
 1. Situation leader
 2. Resource unit leader
 3. Technical specialist unit leader
- D. Develop incident action plan with alternatives, and submit to command for approval
- E. Attend incident action plan briefing sessions
- F. Establish liaison with logistics section chief to exchange resource status information
- G. Collect, evaluate, utilize, and disseminate current, projected and predicted intelligence data
- H. Monitor and display resource and situation status data
- I. Organize and coordinate staff incident action planning sessions, under the supervision of command
- J. Prepare, reproduce, and distribute incident action plan
- K. Prepare and distribute command's orders
- L. Maintain records and prepare reports for documentation
- M. Plan for and recommend release of incident resources

Logistics Officer- Logistics Officer is responsible for managing those units which provide for personnel, apparatus, equipment, facilities and personal needs in support of incident activities. Logistics shall report directly to command and shall be located in the command post.

The duties of logistics shall include, but not be limited to the following:

- A. Obtain situation briefing from command
- B. Assess situation
- C. Appoint and brief staff as needed;
 1. Supply unit leader
 2. Ground support unit leader
 3. Facilities unit leader
 4. Communications unit leader
 5. Food unit leader
- D. Determine logistical need to support present and planned incident operations
- E. Confer with, as needed:
 1. Command
 2. Plans Chief
 3. Operations Chief

- F. Attend incident action plan briefing session
- G. Provide logistical needs *for* incident activities
- H. Forward all collected incident documentation to Plans Chief

Finance Officer- The Finance Officer is responsible for the documentation of all expenses that occur as a result of the interoperation of agencies and obtaining the required resources necessary to mitigate the incident. The Finance Chief shall be located in the command post and reports directly to command.

The responsibilities of Finance Officer include, but are not limited to the following:

- A. Assess situation
- B. Appoint and brief staff as needed;
 - 1. Time unit leader
 - 2. Procurement leader
 - 3. Compensation/Claims unit leader
 - 4. Cost unit leader
- C. Attend incident action planning sessions as necessary
- D. Confer with operations officer
- E. Confer with logistics officer
- F. Document costs involved with incident action plan
- G. Forward reports through command

Command Communication- To provide a manageable method for the command and control of fire operations with regard to communications.

Command Identification

- A. When communicating with department apparatus, the following terminology and identification shall be used:
 - 1. 5321 – O.I.C. of that company
 - 2. 5361 – O.I.C. of that company
 - 3. 5362 – O.I.C. of that company
 - 4. 5371 – O.I.C. of that company
 - 5. 5381 – O.I.C. of that company
 - 6. 5382 – O.I.C. of that company
 - 7. Command – Officer in charge of incident

Establishment of Command- When responding to a request for assistance, the first arriving fire department unit or Officer in personal vehicle if there first shall have 1 officer take command of the incident. This shall be performed in the following manner: Engine 5361 is on location 6601 West Everglade Road, nothing showing from 1 story office/garage building and 5308 will be command. 5308 Shall remain command until relieved by an officer of higher rank if desired.

Transfer of Command- Transfer of command may occur when an officer with higher rank arrives on the scene of the incident. The officer of higher rank shall be briefed on the current

situation. This officer shall assume command and inform the dispatch center of the transfer of command if so desired.

Command/Chief Officers- At any time, Chief Officers and Emergency Operations Officers of the department reserve the right to assume command of any incident.

Communications with Command- All fire ground communication shall go to command and the Incident Commander shall be referred to as command. **Command shall be the only person to communicate with the dispatch center.**

Multiple Incidents- When the department responds to multiple incidents, command must identify their location. For two incidents occurring at the same time on Everglade Road and Spring Road, the two would be identified as Everglade Road command and the other as Spring Road command.

Command Responsibilities- The Incident Commander is responsible for the command functions at all times. As the identity of the Incident Commander changes, through transfer of command, this responsibility shifts with the title. The term command in these procedures refers jointly to both the person and the function.

Command procedures are designed to accomplish the following:

- A. Fix the responsibility for command on a certain individual through a standard identification system depending on the arrival sequence of members, companies, and officers.
- B. Insure that strong, direct, and visible command will be established as early as possible in the operation.
- C. Provide a system for the orderly transfer of command to subsequent arriving officers

Responsibility- Command is responsible for four basic fireground objectives:

- A. Remove endangered occupants and treat the injured
- B. Stop the fire
- C. Conserve property after fire control is achieved
- D. Provide for the safety and welfare of fire fighting personnel

Command is responsible for the following functions as required by the circumstances of the situation:

- A. Assume and confirm command and take an effective position
- B. Rapidly evaluate the situation (size-up)
- C. Initiate, maintain, and control the communications process
- D. Identify the overall strategy, develop an attack plan and assign units
- E. Develop an effective fire ground organization
- F. Provide continuing command within the framework of standard operating procedures
- G. Coordinate the transfer of command, as required
- H. Request and assign additional resources as required

I. Return companies to service and terminate command

All these functions are responsibilities of command. The first five (5) functions must be addressed immediately from the initial assumption of command.

Command Structure- It is the responsibility of command to develop an organizational structure, using standard operating guidelines to effectively manage fire ground operations. The development of the organizational structure should begin with the implementation of the initial tactical control measures and may continue through a number of phases, depending on the size and complexity of the particular situation. The objective must be to develop the command organization at a pace, which stays ahead of or even with the tactical deployment of companies.

The basic configuration of a command structure includes three levels:

A. STRATEGIC LEVEL- overall incident command

The Strategic Level involves the overall command of the incident and includes establishing major objectives, setting priorities, allocating resources, predicting outcomes, determining the appropriate mode of operations (offensive or defensive) and assigning specific objectives to Tactical Level units.

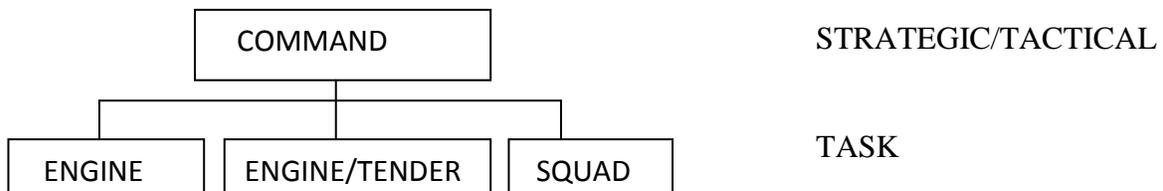
B. TACTICAL LEVEL- direction of sectors and functions

The Tactical Level includes intermediate level officer directing activities toward specific objectives. Tactical Level officers include sector officers, in charge of grouped resources operating in assigned areas or providing special functions at the scene of an incident. The accumulated achievement of tactical objectives should accomplish strategic level objectives.

C. TASK LEVEL- company activities

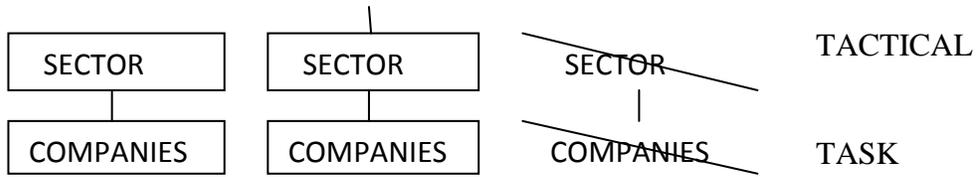
The Task Level refers to those activities normally accomplished by individual companies or specific personnel. Task Level activities are routinely supervised by company officers. The accumulated achievement of Task Level activities should accomplish tactical level objectives.

The most basic structure for a routine incident involving a small number of companies involves only two levels. The role of command combines the Strategic and Tactical levels. Companies report directly to command and operate at the Task Level.



In more complex situations, command should group companies to work in Sectors. The Sector Officers operate at the Tactical Level, directing the work of several companies or performing specialized functions as requested by command. Command continues to operate at the Strategic Level, determining and directing the overall strategy to deal with the incident.





Command Post Organization- The responsibilities assigned to command often require the involvement of more than one individual to manage command functions. The officer in command of a working incident is routinely assisted by other assigned personnel in managing information at the command post, gathering information by reconnaissance, assisting with communications and providing liaison.

The command post organization may be expanded through the involvement of other officers and fire fighters to provide incident planning and/or technical support at the command post. The roles of the individuals performing these functions may vary, depending on the situation

As the fire ground organization grows in complexity, the Incident Commander may implement an additional intermediate level within the command post. The Control Level involves Operations Officers who provide direct supervision over Sector Officers and handle radio communications for the Incident Commander. This allows the Incident Commander to be removed from the immediate pressures of radio traffic and to focus on the strategic aspects of the overall situation and management of the organization.

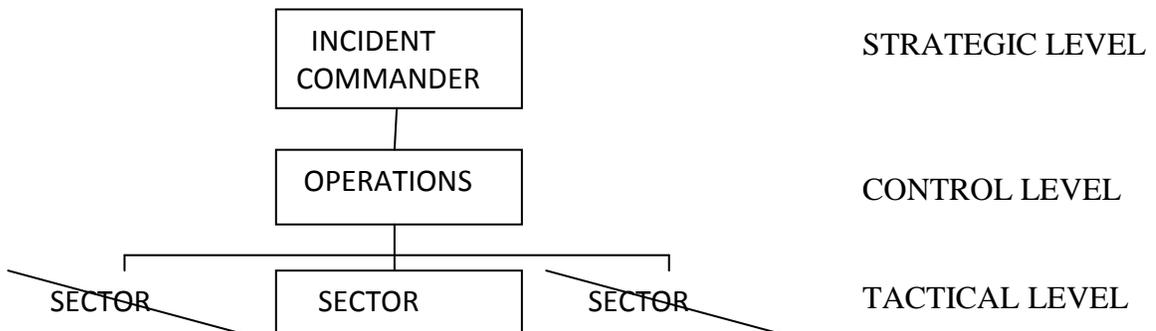
STRATEGIC LEVEL – Incident Commander

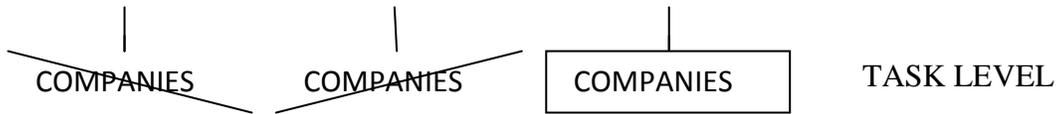
CONTROL LEVEL – Operations Officers

TACTICAL LEVEL – Sector Officers

TASK LEVEL – Companies

Operations Officers function internally within the command post and assume responsibility for major segments of the fire ground organization.





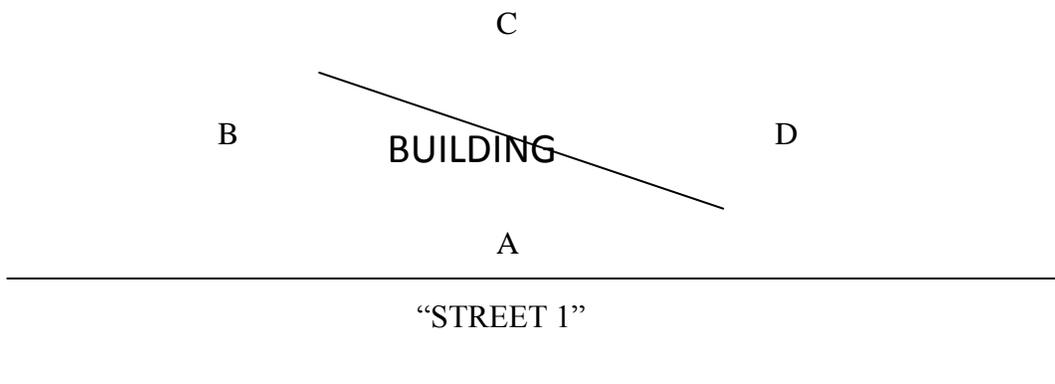
Operations Officers should be physically located at the command post and communicate with the Incident Commander on a face-to-face basis. (If it is necessary to have an Operations Officer function in a remote location, a separate command channel is advisable to communicate directly with the Incident Commander.)

The function of Operations officer is frequently initiated when a ranking officer assumes responsibility for overall incident command and elects to have the relieved officer continue as the Operations Officer communicating as "Operations".

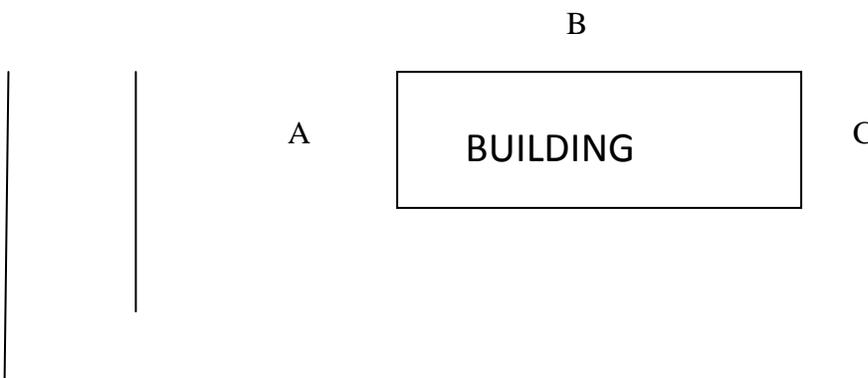
Additional officers may be assigned to subdivide responsibilities within the command post.

Fire ground Management- This section will provide the Incident Commander with an organized method to break down the fire ground into manageable units. All units will have a designated name to identify them, resulting in an organized fire ground system.

Fire Building Identification- A building has been said to have six sides. The front, rear, two sides, roof and basement. To help the Incident Commander, the following terminology will be followed to identify the various side of a building. Starting at the front of the building and working clockwise, all sides will be given a letter. The front of a building is designated side A; the next side is B, the rear side C, and the next side D. This numbering has no correlation as to north or any other direction. Side A is always the front of the fire building as determined by street address frontage. (See diagram).



For buildings located on street corners or on irregular lots, the incident command shall designate as to what side of the building shall be side A.



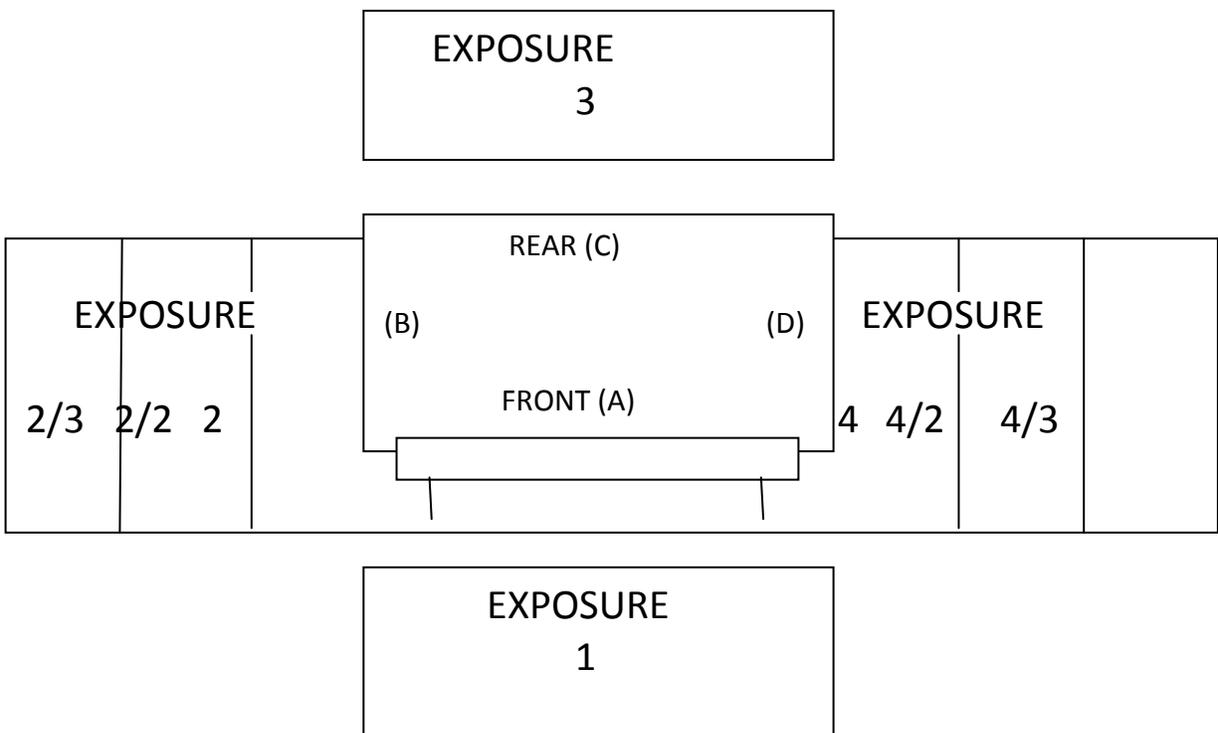
“STREET 2”

D

“STREET 1”

In the above diagram, the Incident Commander has designated Street 2 as side A. The numbering begins on Street 2 and progresses clockwise until arriving back to side A of the building.

Exposure Identification- When Command assigns Companies or Units to exposure protection, Command must have a method of identifying the exposures. Simply telling Units to take the north exposure can be confusing, especially if one does not know where north is!



As one faces the front of the building, the exposure at one's back is exposure #1. Exposures 2,3 and 4 are clockwise around the building on fire. The building at the immediate left is exposure #2. The one behind the fire building is exposure #3 and the one to the right is exposure #4.

Sectoring- Sectoring provides the Incident Commander to reduce the fire building into smaller, more manageable areas. On smaller buildings there may only be two sectors, interior and roof. It will be the responsibility of Command to create sectors as needed to manage the fire ground. So as not to confuse sectors with exposures or buildings, letters shall be used to denote sectors. In using sectors, it is advisable to use the term interior or roof when referring to these areas, however, when the interior is subdivided into smaller areas, the term interior sector cannot be used.

In large areas such as in mills or plants, they must be subdivided. The following diagram illustrates the sector method that shall be used:

B	C
A	D

Divisions- We have seen how to manage buildings and exposures by using sides, exposure numbers and sectoring. To manage multi-story buildings and the various floors within them the term division shall be used. Floor two would be division two, floor three, division three. To communicate with an officer on the 9th floor in a corner apartment, they would be referred to as Division 9A- the 9th floor of the building and in Sector A of the 9th floor.

Groups- Groups are companies of personnel and/or equipment assigned a specific task to accomplish and are required to move throughout the fire building or fire area. Such groups would be ventilation group, medical group or resource group. Groups should be created by Command to perform specialized functions that must be performed in a variety of different areas of the fire.

Assuming Command- When an officer or company arrives on the scene of an emergency, they shall assume Command. As per our communication policy, a size-up shall be transmitted indicating conditions on arrival and any special orders or information.

Fire Attack- Command shall see that an aggressive, interior attack is made from the unburned side of the building to control, extinguish or impede the spread of fire. Initial hose lines shall be placed between the fire and the most severe exposure.

Progress Reports- Command shall transmit progress reports every 15 minutes to the 911 center. Progress reports shall include the basic following information:

- A. Location of fire
- B. Type of building involved and occupancy
- C. Number of stories
- D. Exposures, if any
- E. Number of lines on fire
- F. Extent of fire in building
- G. Intended action

Additional progress reports following the initial report will update and substantiate the above information.

Searches- The results of all searches shall be transmitted to the communications center.

Greater Alarms- The securement of additional personnel and equipment for the extinguishment of the fire is the responsibility of command. Additional alarms and Mutual Aid will be struck based on the following conditions:

- A. Life hazard is greater than command's present resources available
- B. Exposures: The fire has or is rapidly extending to exposures and command's on scene resources are not sufficient to cope with the situation
- C. Personnel: Due to extreme heat or cold, additional personnel should be secured to preserve the health and safety of on-scene personnel
- D. Fire: The fire is of such magnitude that command does not have enough personnel or equipment to handle the current or anticipated fire

Staging Area- Level 1 Staging any unit not assigned a specific location on the fire scene shall stage one block away in direction of the fire scene and wait for placement by the Incident Commander

Level 2 Staging - Command shall create and maintain a staging area. This area shall be described and its location given to the communications center. All incoming companies shall report to staging and not to the fire. As additional companies are required; they shall be taken from the staging area

Radio Frequencies- When operating on the emergency, all arriving units shall switch to a tactical fire ground channel such as the "Gold" channel. The Incident Commander shall communicate this order and designate the fire ground frequency. The purpose of this fire ground frequency is to ensure safe, clear communications of the crews working in the emergency area. The clear, audible radio transmissions of crews working in the danger zone shall have priority over non-critical radio transmissions.

When operating during greater alarm fires that include Winnebago County departments, all radio traffic shall be directed to the State Fire frequency. State Fire is the designated mutual aid frequency for Outagamie and Winnebago Counties which is Channel 4 or Yellow Channel.

Fire ground Management- Command shall sector or divide the fire ground in smaller more manageable segments. This shall be performed at the discretion of command.