


TITLE: 4.1 Incident Management System	
 OAK POINT	City of Oak Point Department of Public Safety Fire Department
TITLE: Incident Management System	SECTION/TOPIC: General Operations
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	REVISED BY
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Purpose: This system is to be utilized at all emergency incidents and training.

Policy: The department will provide a procedure that applies the Incident Management System with accepted tactics and strategies on the emergency incidents according to NIMS. It will establish communication practices that are expected and understood without interpretation and establish benchmarks for various functions on the incident, which communicates conditions that would indicate safety considerations and work that has been accomplished.

Scope: The Fire ground procedures, as outlined herein, are used by the OPDPS Fire Department in all of its fire incidents and any other emergency incident in which the Incident Commander deems it appropriate.

Objectives: To identify standard operating procedures that can be employed in establishing command at emergency incidents, to provide for the effective management of personnel and resources, to provide for the safety and welfare of emergency personnel, and to establish procedures for the implementation of all components of the Incident Management System for emergency operations.

Responsibilities: All persons who perform any operations at a fire ground emergency under the IMS must conform to all areas of this procedure.

Incident Arrival / Establishing Command

The first Fire Officer to arrive at the scene of a multiple unit response situation assumes or passes Command of the incident as indicated by the emergency conditions found. If Command is assumed, the initial Incident Commander

remains in Command until Command is transferred or the incident is stabilized and Command is terminated.

A single company incident (trash fires, single patient EMS incidents, etc) does not require activation of the Incident Management System (IMS).

The first arriving Fire Officer gives an initial radio report (or scene size-up). The initial report includes:

- Unit identification on the scene and confirm the correct address or location.
- A brief description of the situation (i.e., building size, occupancy, hazmat release, multi-vehicle accident, etc.).
- Obvious conditions (working fire, hazmat spill, multiple patients, etc.)
- Brief description of action being taken.
- Declaration of Strategy (this applies to structure fires).
- Any obvious safety concerns.
- Assumption, identification, and location of Command.
- Request or release resources as required.

EXAMPLES

- For an offensive structure fire:
"Engine 631 is on the scene of a large two-story residence with a working fire on the second floor. Engine 631 is laying a supply line and going in with a hand line to the second floor for search and rescue. This is an offensive fire attack. Engine 631 is Continental Command. Issue a second alarm."
- For a defensive structure fire:
"Engine 631 is on the scene of a medium size barn fully involved with exposures on the East. Engine 631 is laying a supply line and attacking the fire with a master stream and hand line to the exposure. This is a defensive fire. Engine 631 is Bank Command. Issue a third alarm with an additional Truck Company."
- For an EMS incident:
"Rescue 631 is on the scene at 2100 Oak Grove Parkway. We have a multi-vehicle accident with multiple casualties. I need three additional ambulances and an additional engine. Rescue 631 is OPDPS Command."

- For a single company incident:

“Rescue 631 is on the scene 100 Naylor Rd. We have a dumpster fire with no exposures. Hold all further units if necessary.”

When a command officer arrives at the scene at the same time as the initial arriving company, the command officer assumes Command of the incident.

The radio designation "Command" is used along with the geographical location of the incident (e.g. "FM 720 Command", "Emerald Sound Command"). This designation of "Command" remains with the officer currently in Command of the incident throughout the event.

Command Options

The responsibility of the first arriving unit or officer to assume Command of the incident presents several options, depending on the situation.

At most incidents the initial Incident Commander is the Company Officer. The following Command options define the company officer's direct involvement in tactical activities and the modes of Command that are utilized.

- **Nothing Showing Mode:**
These situations generally require investigation by the initial arriving company while other units remain in a staged mode. The company officer goes with their company to investigate while utilizing their portable radio to Command the incident. Incident Management Equipment System 5-27-1.doc
- **Fast Attack Mode:**
Situations which require immediate action to stabilize the situation, and require the Company Officer's assistance and direct involvement in the attack. In these situations the Company Officer goes with the crew to provide the appropriate level of supervision.

Examples of this situation include but are not limited to:

- Offensive fire attacks (especially in marginal situations).
- Critical life safety situations (rescue) which are achieved in a compressed time.
- Any incident where the safety and welfare of fire fighters is a major concern.

- Obvious working incidents that require further investigation by the Company Officer.

Where fast intervention is critical, the Company Officer advises the next arriving unit of the situation and passes command. The Fast Attack mode does not last more than five minutes and ends with one of the following:

- Situation is stabilized
- The situation is not stabilized and the Company Officer withdraws to the exterior and establishes a Command Post (if not already established). At some point the Company Officer decides whether or not to withdraw the crew, based on the crew's capabilities and experience, safety issues, and the ability to communicate with the crew. Crews do not remain in a hazardous area without radio communication capabilities.

Command Mode:

Certain incidents, by virtue of their size, complexity, or potential for rapid expansion, require immediate strong, direct, overall Command. In such cases, the Company Officer initially assumes an exterior, safe, and effective Command position and maintains that position until relieved by a Higher Ranking Officer. A Tactical Worksheet is initiated and utilized to assist in managing this type of incident. If the Company Officer selects the Command mode, the following options are available regarding the assignment of the remaining crew members:

- The officer may "move up" within the company and place the company into action with two or more members. One of the crew members serves as the Acting Company Officer. The collective and individual capabilities and experience of the crew regulates this action.
- The officer may assign the crew members to work under supervision of another Company Officer. In such cases, the Officer assuming Command communicates with the Officer of the other company and indicates the assignment of those personnel.
- The officer may elect to assign the crew members to perform staff functions to assist Command.

A Company Officer assuming Command has a choice of modes of operation and degree of personal involvement in the tactical activities, but, once Command is assumed, continues to be fully responsible for the Command functions. The initiative and judgment of the Officer are of great importance. The modes

identified are guidelines to assist the Officer in planning appropriate actions. The actions initiated conform to one of the above-described modes of operation.

Transfer of Command

Command is transferred to improve the quality of the Command organization. The following procedures outline the transfer of Command process.

- The first officer arriving on the scene automatically established command unless their level of personal involvement in tactical operations necessitates passing Command.
- The first officer arriving on the scene following a passing of Command assumes Command of the incident.
- The first arriving Command Officer assumes Command of the incident following transfer of Command procedures.
- The second and subsequent arriving Command Officer reports to the Command Post for assignment.
- Within the chain of command, the actual transfer of Command is regulated by the following procedures:

The Officer assuming Command communicates with the person being relieved by radio or face-to-face. Face to face is the preferred method to transfer Command.

The person being relieved briefs the Officer assuming Command indicating at least the following:

- Incident conditions (fire location and extent, HAZMAT spill or release, number of patients, etc.)
- Incident action plan.
- Progress toward completion of the tactical objectives.
- Safety considerations.
- Deployment and assignment of operating companies and personnel.
- Appraisal of need for additional resources.

The person being relieved of Command reviews the Tactical Worksheet with the Officer assuming Command. This sheet provides the most effective framework for Command transfer as it outlines the location and status of personnel and resources in a standard form that is well known to all members.

The person being relieved of Command is assigned to the best advantage by the Officer assuming Command.

Command Responsibilities

- The Incident Commander is responsible for the completion of the tactical priorities. The top three tactical priorities are:
Rescue - Remove endangered occupants and treat the injured
Incident Control - Stabilize the incident and provide for life safety
Property Conservation - Conserve Property and prevent loss.
- The following list contains and is not limited to the remaining priorities that the Incident Commander is responsible for:
 - Provide for the safety, accountability, and welfare of personnel. This priority is ongoing throughout the incident.
 - Establishing Tactical Benchmarks and PARS.
 - Provide continuing overall command and progress reports within the framework of OPDPS Fire Department procedures until relieved by a ranking officer.
 - Assign Divisions Groups Branches or Sections as needed.
 - Review and evaluate attack efforts and revise action plan as needed.
 - Requests and assigns additional units as necessary.
 - Demobilize companies and terminate "COMMAND".

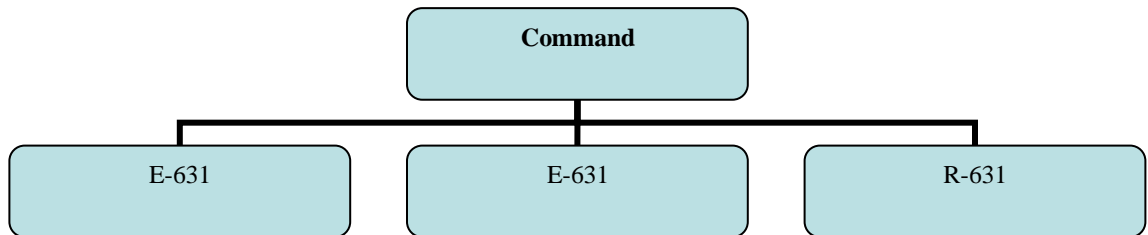
The first five tasks (including the top three tactical priorities" are initial Command responsibilities. The continuing responsibilities stay with Command whether the initial officer remains in Command or Command is transferred to subsequent arriving officers.

Command Structure

- Basic Organization
The most basic Command organization combines all three levels of the Command structure. The company Officer on a single engine response to a dumpster fire determines the strategy and tactics, and supervises the crew doing the task.



The basic structure for basic incident, involving a small number of companies, requires only two levels of Command structure. The role of Command combines the strategic and tactical levels. Companies report directly to Command and operate at the task level.



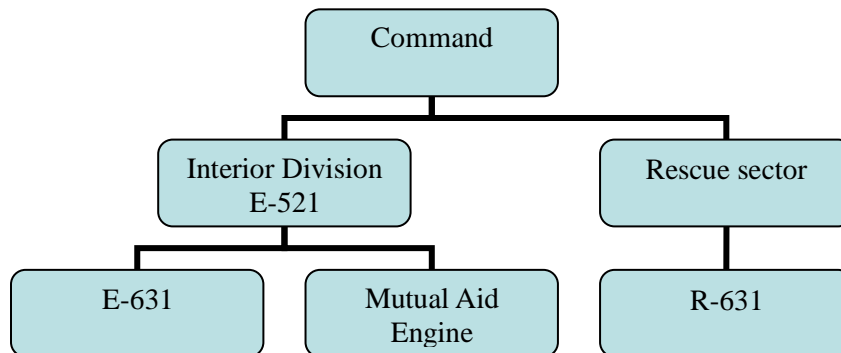
- Sectors and Divisions

As an incident escalates the Incident Commander will group companies to work in Sectors and/or Divisions.

The term Sector is used for tactical level management units that group companies. A sector may represent exterior geographic operations (where the units are operating) or functional operations (what the units are doing).

The term Division is used to designate a combination of resources having responsibility for operations within a defined interior geographic area. For example: Interior Division, or Division 3 (resources operating on the third floor of a structure).

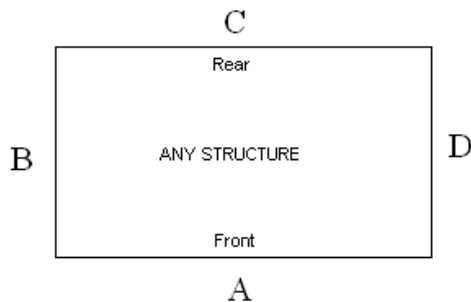
The basic command structure for Sector and Division operations is as illustrated below:



In multi-story incidents, geographic Divisions are designated using the floor number. When operating in levels below grade, such as basements, the subdivision designation is used.

- Division 4 – 4th floor
- Division 3 – 3rd floor
- Division 2 – 2nd floor
- Division 1 – 1st or ground floor
- Subdivision 1 – basement or parking garage
- Subdivision 2 – basement

For purposes of clear communications the front of a structure is designated as Sector A and the remaining sides are given designations of B, C, and D in a clockwise manner. For clarity during radio communications, the designations A-Adam, B-Boy, C-Charles, and D-David may be used.



Sectors that are responsible for specific functions during an incident are designated according to the function being performed (Ventilation Sector, Rescue Sector, Rehab Sector, etc.)

- Sector/Division Operational Approach

The Use of Sectors/Divisions in the Command organization provides a standard system to divide the incident scene into small subordinate management units or areas.

Complex emergency situations often exceed the capability of one officer to effectively manage the entire operation. Use of Sectors and Divisions reduces the span of control to more manageable small-sized units. Sectors/Divisions allow the Incident Commander to communicate principally with these organizational levels, rather than to multiple Company Officers. This provides an effective Command structure and incident scene organization. Sector and Division responsibilities are assigned early in the incident, to the first company assigned to a geographic area or function. This early establishment of

Sectors and Divisions provides an effective Incident Command organization framework on which the operation can be built and expanded.

The number of Sectors/Divisions than can be effectively managed by the Incident Commander varies. Normal span of control is 3-7. In fast-moving, complex operations, a span of control of no more than 5 Sectors and Divisions is indicated. In slower-moving, less complex operations, the Incident Commander may effectively manage more Sectors or Divisions.

Sectors or Divisions provide an array of major functions, which may be selectively implemented according to the needs of a particular situation. This places responsibility for the details and execution of each particular function on a Sector or Division.

When effective Sectors/Divisions have been established, the Incident Commander can concentrate on overall strategy and resource assignment, allowing the Sectors/Divisions to manage their assigned units. The Incident Commander determines strategy and assigns tactical objectives and resources to the Sectors/Division. Each Sector/Division Supervisor is responsible for the tactical deployment of the resources at their disposal, in order to complete the tactical objectives assigned by the Incident Commander.

Sectors and Divisions are responsible for communicating position, progress, and needs (PPN) to Command.

Sectors/Divisions reduce the overall amount of radio communications. Most routine communications within a Sector/Division are conducted in a face-to-face manner between Company Officers and the Sector or Division Supervisor whenever possible. This process reduces unnecessary radio traffic and increases the ability to transmit critical radio communications.

The safety of firefighting personnel represents the major reason for establishing Sectors and Divisions.

- Each Sector/Division maintains communications within the assigned companies to control both their position and function.
- The Sector/Division constantly monitors all hazardous situations and risks to personnel.
- The Sector/Division takes appropriate action to ensure that companies are operating in a safe and effective manner.

The Incident Commander begins to assign Sectors/Divisions based on the following factors:

- Situations, which will eventually involve a number of companies or functions, beyond the capability of Command to directly, control. Command initially assigns Sector or Division responsibilities to the first companies assigned to a geographic area or function.
- When Command can no longer effectively cope with (or manage) the number of companies currently involved in the operation.
- When companies are involved in complex operations (large interior or geographic area, hazardous materials, technical rescues, etc.).
- When companies are operating from tactical positions over which Command has little or no direct control (out of sight, etc.).
- When the situation presents special hazards and close control is required over operating companies (unstable structural conditions, hazardous materials, heavy fire load, marginal offensive situations, etc.).

When establishing a Sector or Division, the Incident Commander assigns the following information to each Sector/Division:

- Tactical objectives.
- A radio designation (Roof Sector, Medical Sector, Division 1, etc.).
- The identity of resources assigned to the Sector/Division.
- The number of companies assigned to a Sector/Division depends on conditions within that Sector or Division.
- Command maintains an awareness of the number of companies operating within a Sector/Division and the capability of the Sector/Division Chief to effectively direct operations.
- If Sector/Division Supervisors cannot control the resources within the Sector or Division, they notify the Incident Commander so that Sector/Division responsibilities can be split or other corrective action taken.

Regular transfer of Command procedures are followed in transferring Sector/Division responsibility.

Sector/Division Guidelines

Sector/Division Supervisors use their assigned designation in all radio communications (i.e., “Roof Sector to OPDPS Command” or “Division 2 to Hwy 377 Command”).

Sectors and Divisions are commanded by command staff, company officers, or other department members designated by Command.

In some cases, a Sector/Division Supervisor may be assigned to an area or function initially to evaluate and report conditions and advise Command of needed tasks and resources. The assigned Supervisor proceeds to the Sector/Division, evaluate and report conditions to the Incident Commander, and assume responsibility for directing resources and operations within the assigned area of responsibility.

The Sector/Division Supervisor is in a position to directly supervise and monitor operations. This requires the Sector/Division Supervisor to be equipped with the appropriate protective clothing and equipment for the area of responsibility.

Responsibilities of the Sector/Division Supervisor:

- Complete objectives assigned by Command.
- Account for all assigned personnel.
- Ensure the operations are conducted safely.
- Monitor work progress.
- Redirect activities as necessary.
- Coordinate actions with related activities and adjacent Sectors/Divisions.
- Monitor welfare of assigned personnel.
- Request additional resources as needed.
- Provide Command with essential and frequent progress reports.
- Re-allocate resources within the Sector/Division.

The Sector/Division Supervisor is readily identifiable and maintains a visible position to their assigned companies in so far as possible.

The primary function of Company Officers working within a Sector or Division is to direct the operations of their individual crews in performing assigned tasks. Company Officers advise their Sector/Division Supervisor of work progress, preferably face-to-face. All requests for additional resources or assistance within a Sector/Division are directed to the Sector/Division Supervisor. The Supervisors communicate with Command.

When a company is assigned from Staging to an operating Sector or Division, the company is told to what Sector/Division they are being assigned, and the name of the Sector/Division Supervisor they are reporting to. The Sector/Division Supervisor is informed which companies or units have been assigned by the Incident Commander. It is then the responsibility of the Sector or Division Supervisor to contact the assigned company to transmit any instructions relative to the task being assigned. Sector/Division Supervisors monitor the condition of the crews operating in their area. Relief crews are requested in a manner that safeguards the safety of personnel

and maintains progress toward the Sector=s or Division objectives.

Sector/Division Supervisors ensure an orderly and thorough reassignment of crews to rehabilitation. To facilitate accountability, crews report to the Rehab Sector intact.

Large Scale Incidents - Multi City Response

At major incidents the Incident Commander expands the organization to keep pace with the number of resources committed to the incident.

As a small incident escalates into a major incident, the span of control may become stretched as more Sectors/Divisions are implemented. In addition, the Incident Commander can become quickly overwhelmed and overloaded with information management, assigning companies, filling out and updating the tactical worksheets, planning, forecasting, requesting additional resources, talking on the radio, and fulfilling all the other functions of Command. The immediate need of the Incident Commander is support.

As additional ranking officers arrive on the scene the Command organization may be expanded through implementation of branches and sections and the use of Officers and staff personnel to fill Command and General Staff positions.

Section Organization

Section level positions can be implemented at any time, based on the needs of the incident. One of the first sections typically implemented is the Operations Section.

Operations Section Responsibilities

- The Operations Section is responsible for the direct management of all incident tactical activities, the tactical priorities, and the safety and welfare of the personnel working in the Operations Section. The Operations Section Chief uses the appropriate radio channel to communicate strategic and specific objectives to the Branches or Sectors.

Operations Section implementation

- The Operations Section is most often implemented (staffed) as a span-of-control mechanism. When the number of Sectors/Divisions exceeds the capability of the Incident Commander to effectively manage, the Incident Commander may staff the Operations Section to reduce the span of control and thus transfer direct management of all tactical activities to the Operations Section Chief. The Incident Commander is then able to focus attention on management of the entire incident rather than concentrating on tactical activities. The Operations Section Chief responsibilities are detailed later in this procedure.

Branches

As previously stated in this procedure, Sectors/Divisions identify tactical level assignments in the Command structure. As the span-of control begins to be excessive, the incident becomes more complex, or has two or more distinctly different operations (Fire, Medical, etc.) the organization can be further sub-divided into Branches.

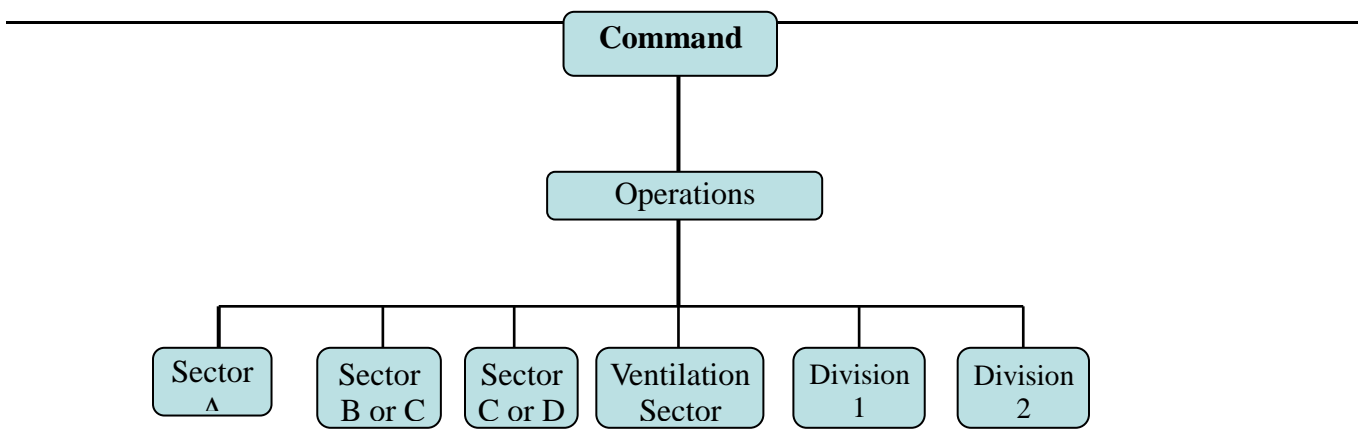
Purpose of Branches

Branches are established on an incident to serve several purposes. However, they are not always essential to the organization of the Operations Section. In general, Branches are established for the following reasons.

- Span of Control
- Functional Control
- Multi-Jurisdictional Operations
- When the number of Sectors/Divisions exceeds the recommended span of control for the Operations Section Chief. The Incident Commander or Operations Section Chief designates a Multi-Branch structure, and allocates the Sectors within those Branches.

Single Branch Organization Example

- In the following example, four Sectors are reporting to the Operations Section Chief and two Divisions are being added. At this point, a two-Branch organization is formed.



Branch Organization Communications

When possible, Branches operate in their area of responsibility on separate radio channels and communicates to the Operations Chief on that channel.

- The radio designation of Branches, reflect the objective of a functional Branch (Hazmat Branch, Multi-Casualty Branch, etc.).

- When the Operations Section Chief implements Branch Directors, Sector and Division Supervisors are notified of their new supervisor. This information includes:
 - What Branch the Sector/Division is assigned to.
 - The radio channel the Branch is operating on.
- After Branches are established, radio communications are directed from the Sector or Division Supervisor to the Branch Director rather than to Command or Operations. Branch Directors receive direction from the Operations Section Chief and relay information to the Sectors or Divisions.

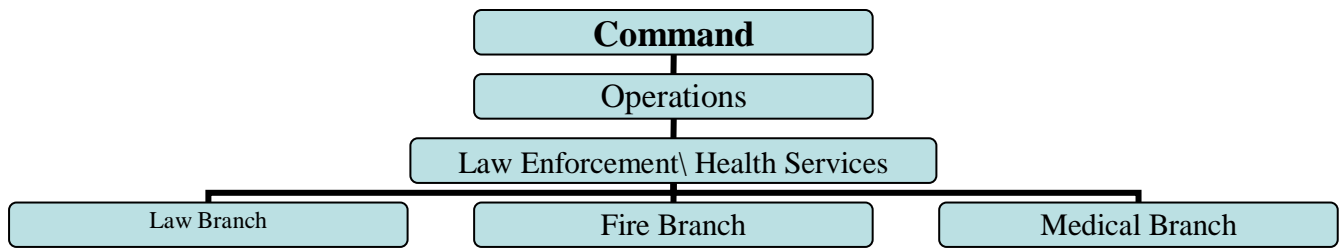
Branch Director Location

Depending on the situation, Branch Directors are located at the Command Post or at operational locations.

- When located at the Command Post, Branch Directors communicate on a face-to-face basis with the Operations Section Chief. When an incident encompasses a large geographic area, it may be more effective to have Branch Directors in tactical locations.
- When Branch Directors are sent to tactical positions they immediately implement command and control procedures within their Branch

Functional Branch Structure

When the nature of the incident calls for a functional Branch structure, all jurisdictional services or departments operating on the emergency scene are organized into a Branch. For example a major aircraft crash within the City of OPDPS, three services within the jurisdiction (police, fire, and EMS) operating on the emergency would each have a functional Branch operating under the direction of a single Operations Section Chief. In this example, the Operations Section Chief is a member of the OPDPS Fire Department with administrators from police. Other alignments may be made depending on the situation. Note that Incident Command in this situation may be either a Single or unified Command depending on conditions.



Organizational Hierarchy

The Incident Management System organizational structure develops in a modular fashion based upon the kind and size of an incident. The organization's staff builds from the top down with responsibility and performance placed initially with the Incident Commander.

As the need exists, four separate Sections can be developed, each with several units that may be established. The specific organizational structure established for any given incident will be based upon the management needs of the incident.

If one individual can simultaneously manage all major functional areas, no further organization is required. If one or more of the areas requires independent management, an individual is named to be responsible for that area.

The majority of positions within the IMS are not activated until the initial response is determined to be insufficient to handle the situation. When this occurs, qualified personnel are requested through normal dispatching procedures to fill the positions determined to be required for the type of incident in progress. If it is later determined that a specific position is not needed, the request can be canceled.

The transition from the initial response to a major incident organization is evolutionary and positions are filled, as the corresponding tasks are required.

Sections

During the initial phases of the incident, the Incident Commander carries out these four Section functions:

- Operations
- Planning
- Logistics
- Finance/Administration

These comprise the General Staff within a fully expanded incident organization structure. Section level positions can be implemented at any time based on the needs of the incident. One of the first sections implemented is the Operations Section.

Operations Section

- The Operations Section is responsible for the direct management of all incident tactical activities, the tactical priorities, and the safety and welfare of the personnel working in the Operations Section. The Operations Section Chief uses the

appropriate radio channel to communicate strategic and specific objectives to the Branches and Sectors.

Responsibilities of the Operations Section Chief

The Operations Section Chief is responsible for the direct management of all incident tactical activities and has direct involvement in the preparation of the action plan for their period of responsibility. The roles and responsibilities of the Operations Section Chief include:

- Manage incident tactical activities.
- Coordinate activities with the incident commander.
- Implement the Incident Action Plan.
- Assign resources to tactical level areas based on tactical objectives and priorities.
- Build an effective organizational structure through the use of Branches, Divisions, and Sectors if necessary.
- Provide tactical objectives for Sectors and Divisions.
- Control Staging and Air Operations.
- Provide for life safety.
- Determine needs and request additional resources.
- Consult with and inform other Sections and the Incident Command Staff as needed.

Staging Areas

Staging Areas are locations designated within an incident area, which are used to temporarily locate resources, which are available for assignment.

An incident scene can quickly become congested with emergency equipment if this equipment is not managed effectively. For major or complex operations, the Incident Commander establishes a central Level II Staging Area early and places an officer in charge of Staging. The radio designation of Staging is utilized.

In the expanded organizational structure, Staging will report to the Operations Section Chief. The Operations Section Chief may establish, move, and discontinue the use of Staging Areas.

All resources within the designated Staging Areas are under the direct control of the Operations Section Chief and are immediately available.

Planning Section

The Planning Section is responsible for gathering, assimilating, analyzing, and processing information needed for affective decision making. Information management is a full-time task at a large and complex incident. This allows the Incident Commander to receive needed information without having to deal with dozens of information sources.

Distribution of Information

Critical information is immediately forwarded to Command. Information is also used to make future plans.

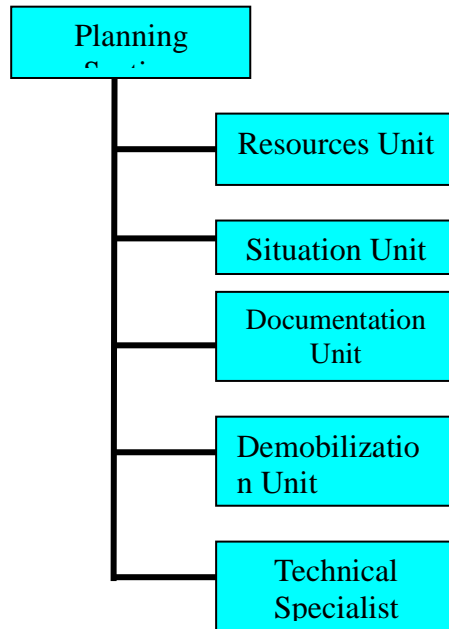
Responsibilities

The Planning Section Chief's goal is to plan ahead of current events and to identify the need for resources before they are needed. The roles and responsibilities of the Planning Section Chief include:

- Evaluate current strategy and action plan with the Incident Commander.
- Maintain resource status and personnel accountability.
- Refine and recommend any needed changes to action plan with Operations Section input.
- Evaluate incident organization and span-of-control.
- Forecast possible outcomes.
- Evaluate future resource requirements.
- Utilize technical assistance as needed.
- Evaluate tactical priorities, specific critical factors, and safety.
- Gather, update, improve, and manage situation status with a standard systematic approach.
- Coordinate with any needed outside agencies for planning needs.
- Plan for incident demobilization.
- Maintain incident records.

Units functioning within the Planning Section include but are not limited to:

- Resources Status Unit
- Situation Status Unit
- Documentation Unit
- Demobilization Unit
- Technical Specialists



Logistics Section

The Logistics Section is the support mechanism for the organization.

Purpose

Logistics Section provides services and support systems to all the organizational components involved in the incident, including facilities, transportation, supplies, equipment maintenance, fuel, feeding, communications, emergency worker rehabilitation, and medical services.

Responsibilities

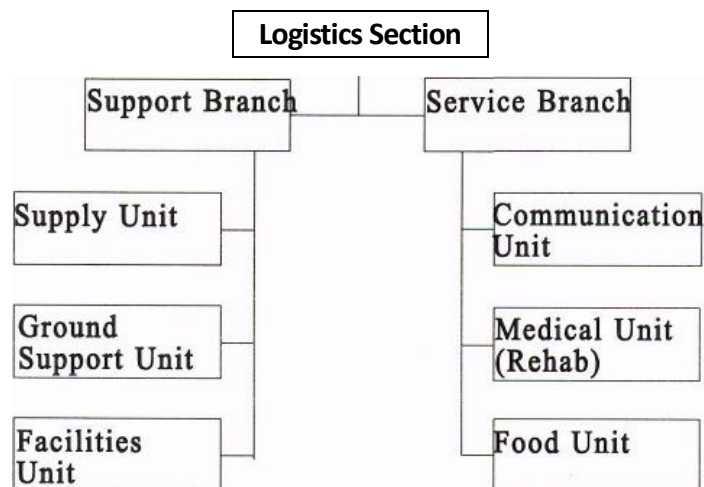
The Logistics Section Chief has the following roles and responsibilities:

- Provide for medical aid for incident personnel and manage Rehab operations.
- Coordinate on-scene and post-incident stress management functions (demobilization, defusing, debriefing, etc.).
- Provide and manage any needed supplies or equipment.
- Forecast and obtain future resource needs (coordinate with Planning Section).
- Provide for communications plan and any needed communications equipment.

- Provide fuel and needed repairs for equipment.
- Obtain specialized equipment or expertise as directed by Command.
- Provide food and associated supplies.
- Secure any needed fixed or portable facilities (including toilet facilities).
- Provide any other logistical needs as requested by Command.

Finance/Administration Section

The Finance/Administration Section is established on incidents when the agency or agencies that are involved have a specific need for financial services.



Responsibilities

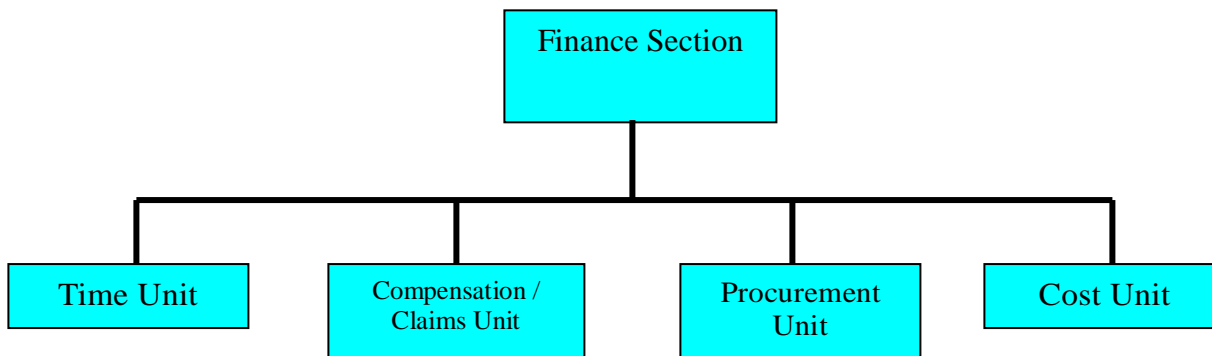
The Finance/Administration Section Chief has the following roles and responsibilities:

- Procuring of services and/or supplies from sources within and outside the fire department or the City as requested by Command (coordinates with Logistics Section).
- Documenting all financial costs of the incident.
- Documenting for possible cost recovery for services and/or supplies. The Finance /Administration Section is responsible for obtaining any and all needed documentation for potential cost recovery efforts.

- Analyzing and managing legal risk for incidents (hazardous materials clean up, etc.).
- Documenting for compensation and claims for injury.

Units functioning within the Finance Administration Section include but are not limited to:

- Time Unit
- Procurement Unit
- Compensation/Claims Unit
- Cost Unit



The Incident Commander

Once the Operations Section is in place and functioning, the Incident Commander's focus should be on the strategic issues, overall strategic planning, and other components of the incident. This focus is to look at the big pictures and the impact of the incident from a broad perspective. The Incident Commander should provide direction, advice, and guidance to the Command and General Staff in directing the tactical aspects of the incident.

Responsibilities

Once the Operations Section has been established, the roles and responsibilities of the Incident Commander include:

- Review and evaluate the action plan, and initiate any needed changes.
- Provide on-going review of the overall incident (The Big Picture).
- Select priorities.
- Provide direction to Command and General Staff Officers.
- Review the organizational structure, initiate change or expansion to meet incident needs.
- Implement Command and General Staff functions as necessary.
- Establish liaison with other internal agencies and officials, outside agencies, property owners and/or tenants.

Command Staff

The Command staff positions are established to assume responsibility for key activities, which are not a part of the line organization. Three specific staff positions are identified:

Public Information Officer

The Public Information Officer's function is to develop accurate and complete information regarding incident cause, size, current situation, resources committed, and other items of general interest. The Public Information Officer is the point of contact for the media and other governmental agencies, which desire information directly from the incident. In either a single or unified Command structure, only one Public Information Officer is designated. Assistants may be assigned from other agencies or departments involved.

Safety Officer

The Safety Officers function at the incident is to assess hazardous and unsafe situations and develop measures for assuring personnel safety. The Safety Officer has emergency authority to stop and/or prevent unsafe acts. In a Unified Command Structure, a single Safety Officer would be designated.

Assistants may be required and may be assigned from other agencies or departments making up the Unified Command. The Safety Officer's responsibilities include assessing the need for personnel rehabilitation.

Liaison Officer

The Liaison Offices function is to be a point of contact for representatives from other agencies. In a Single Command structure, the representatives from assisting agencies would coordinate through the Liaison Officer.

Under a Unified Command structure, representatives from agencies not involved in the Unified Command would coordinate through the Liaison Officer.

Agency representatives assigned to an incident should have authority to speak on all matters for their agency.

Additional positions might be required, depending upon the nature and location of the incident, or requirements established by Incident Command. (For example, a Senior Advisor to assist and advise the Incident Commander.)

Single and Unified Command

The Command function within the Incident Management System may be conducted in two general ways:

Single Command

A single Incident Commander is designated to have overall management responsibility for the incident.

Within a jurisdiction in which an incident occurs, and when there is no overlap of jurisdictional boundaries involved, a single Incident Commander is designated by the jurisdictional agency to have overall management responsibility for the incident.

The Incident Commander prepares incident objectives, which in turn is the foundation upon which subsequent action planning is based.

The Incident Commander approves the final action plan, and approves all requests for ordering and releasing primary resources.

Unified Command

Management responsibility is shared by more than one agency or jurisdiction. Each agency or jurisdiction designates an Incident Commander.

A Unified Command structure is called for under the following conditions:

- The incident is totally contained within a single jurisdiction, but more than one city department or government agency shares management responsibility due to the nature of the incident or the kinds of resources required (e.g. a passenger airliner crash). Fire, medical, and law enforcement agencies all have immediate but diverse objectives.
- The incident is multi-jurisdictional in nature, for example a major flood.

Single/Unified Command Differences

The primary differences between the Single and Unified Command structures are:

- In a Single Command structure, a single Incident Commander is solely responsible, within the confines of given authority, to establish objectives and overall management strategy associated with the incident. The Incident Commander is directly responsible for follow-through, to ensure that all functional area actions are directed toward the accomplishment of the strategy.

The implementation of planning required to effect operational control will be the responsibility of a single individual (Operations Section Chief) who reports directly to the Incident Commander.

- In a Unified Command structure, the individuals designated by their jurisdictions, or by departments within a single jurisdiction, must jointly determine the objectives, strategy, and priorities. As in a Single Command structure, the Operations Section Chief will have responsibility for implementation of the plan. The determination of which agency or department the Operations Section Chief represents is made by mutual agreement of the Unified Command. It may be done on the basis of greatest jurisdictional involvement, or by mutual knowledge of the individual's qualifications.

Glossary of Terms

A. Agency Representative

Individual assigned to an incident from an assisting or cooperating agency that has been delegated full authority to make decisions on all matters affecting that agencies participation at the incident. Agency Representatives report to the Incident Liaison Officer.

B. Allocated Resources

Resources dispatched to an incident that have not yet checked in with the Incident Commander.

C. Area Commander (Manager)

Supervises and coordinates the resources assigned to staging area, resource area, rehab area, etc. This term is only utilized in multi-city response situations.

D. Assigned Resources

Resources who have checked in with the Incident Commander and have been assigned work tasks.

E. Assisting Agency

An agency directly contributing suppression, rescue, support, or service resources to another agency.

F. Available Resources

Resources assigned to an incident and available for an assignment.

G. Benchmark

Achievement signals that tell Command when one tactical priority has been completed and the operation can go on to the next priority.

H. Branch

That organization level having functional/geographical responsibility for major segments of incident operations. The Branch level is organizationally between Section and Sector/Division. This term is only utilized in multi-city response situations.

I. Brush Unit

A light, mobile vehicle, having limited pumping and water capacity for off-road operations.

J. Chief

IMS title for individuals responsible for command of the functional Sections: Operations, Planning, Logistics, and Finance/Administration. This term is only utilized in multi-city response situations.

K. Clear Text

The use of plain English in radio transmissions. No ten codes or agency

specific codes or terms are used when using Clear Text.

L. Command Officer

An OPDPS Fire Department member with the rank of Sergeant or higher.

M. Command Post (CP)

That location at which primary Command functions are executed.

N. Command Staff

The Command Staff consists of the Information Officer, Safety Officer, and Liaison Officer. All report directly to the Incident Commander.

O. Command

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

P. Communications Unit

Functional Unit within the Service Branch of the Logistics Section. This Unit is responsible for the incident communications plan, the installation and repair of communications equipment, and operation of the Incident Communications Center. Also may refer to a vehicle (trailer or mobile van) used to provide the major part of an Incident Communications Center.

Q. Company Officer

The individual responsible for command of a Fire Company. The OPDPS Fire Department recognizes the position of Fire Lieutenant, or in the Lieutenant's absence, the Engineer for this title.

R. Company

A ground vehicle providing specified equipment and personnel capabilities (Engine Company, Truck Company, Rescue Company, etc.).

S. Compensation/Claims Unit

Functional Unit within the Finance/Administration Section responsible for financial concerns resulting from injuries or fatalities at an incident.

T. Cooperating Agency

An agency supplying assistance other than direct suppression, rescue, support, or service functions to the incident control effort (Red Cross, law enforcement agency, telephone company, etc.).

U. Cost Unit

Functional Unit within the Financial/Administration Section. Responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

V. Crew

A specific number of personnel assembled for an assignment such as search, ventilation, or hose line deployment and operation. The number of personnel in

a crew does not exceed recommended span-of-control guidelines (3-7). A Crew operates under the direct supervision of a Crew Leader.

W. Demobilization Unit

Functional Unit within the Planning Section. Responsible for assuring orderly, safe, and efficient demobilization of resources committed to the incident.

X. Director

An IMS title for individuals responsible for command of a Branch. This term is only utilized in multi-city response situations.

Y. Dispatch Center

A facility from which resources are directly assigned to an incident.

Z. Division

A grouping of resources operating in a geographical area within a structure.

AA. Documentation Unit

Functional Unit within the Planning Section. Responsible for recording/protecting all documents relevant to the incident.

BB. Engine Company

A ground vehicle providing specified levels of pumping, water, hose capacity, and personnel.

CC. Facilities Unit

Functional Unit within the Support Branch of the Logistics Section. Provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, and a formal Command Post.

DD. Finance/Administration Section

Responsible for all costs and financial actions of the incident. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and the Cost Unit.

EE. Food Unit

Functional Unit within the Service Branch of the Logistics Section. Responsible for providing meals for personnel involved with the incident.

FF. General Staff

The group of incident management personnel comprised of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and the Finance/Administration Section Chief.

GG. Ground Support Unit

Functional Unit within the Support Branch of the Logistics Section. Responsible for fueling, maintaining, and repairing vehicles. Also responsible for the transportation of personnel and supplies.

HH. Hazard Zone

The area of maximum hazard. For a structure fire, the hazard zone is the

structure itself, the collapse perimeter, and any area exposed to the fire or products of combustion. Access to the hazard zone is restricted to essential personnel who are wearing personal protective equipment suitable for the hazards that may be encountered. Company integrity is required within the hazard zone.

II. Incident Action Plan

The strategic goals, tactical objectives, and support requirements for the incident. All incidents require an action plan. For simple incidents the plan is not usually in written form. Large or complex incidents require that the action plan be documented in writing.

JJ. Incident Command System

An Incident Management System with a common organizational structure with responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident.

KK. Incident Commander (1C)

The individual responsible for the management of all incident operations.

LL. Initial Attack

Resources initially committed to an incident.

MM. Leader

The individual responsible for command of a Task Force or Functional Unit. This term is only utilized in multi-city response situations.

NN. Liaison Officer

The point of contact for assisting or coordinating agencies. Member of the Command Staff.

OO. Logistics Section

Responsible for providing facilities, services, and materials for the incident. Within the Service Branch it includes the Communications Unit, Medical Unit, and Food Unit. Within the Support Branch it includes the Supply Unit, Facilities Unit, and Ground Support Unit.

PP. Medic

A ground vehicle providing patient transport capability, specified equipment capability, and personnel (basic life support ambulance or advanced life support ambulance, etc.).

QQ. Medical Unit

Functional Unit within the Service Branch of the Logistics Section. Responsible for providing emergency medical treatment of emergency personnel. This Unit does not provide treatment for civilians.

RR. Officer

The Command Staff positions of Safety, Liaison, and Information Officer. This term is only utilized in multi-city response situations.

SS. Operational Period

The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan.

TT. Operations Section

Responsible for all tactical operations at the incident. Can include up to 5 Branches, 25 Sectors and Divisions, and 125 Single Resources, Strike Teams, or Task Forces.

UU. Out-of-Service Resources

Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

VV. PAR

An order from the Incident Commander soliciting a Personnel Accountability Report.

WW. PPN

A request from a Sector, Division, or Command Officer soliciting information as to specific Position, Progress, and Needs.

XX. Planning Meeting

A meeting, held as needed throughout the duration of an incident, to select specific strategies and tactics for incident control operations and for service and support planning.

YY. Planning Section

Responsible for the collection, evaluation, dissemination, and use of information about the development of the incident and the status of resources. Includes the Situation Status Unit, Resource Status Unit, Documentation Unit, and Demobilization Unit as well as Technical Specialists.

ZZ. Procurement Unit

A functional Unit within the Finance/Administration Section. Responsible for financial matters involving vendors.

AAA. Quint Company

A ground vehicle providing an aerial ladder/device of less than 90 feet, a main fire pump, supply hose and personnel. Quint Companies may function as either a Truck Company or an Engine Company.

BBB. Rescue Company

A ground vehicle providing specified rescue equipment, capability, and personnel.

- CCC. Resource Status Unit
Functional Unit within the Planning Section. Responsible for recording the status, and accounting for resources committed to the incident. Also responsible for the evaluation of resources currently committed to the incident, the impact that additional responding resources will have on the incident and anticipated resource needs.
- DDD. Resources
All personnel and major items of equipment available, or potentially available, for assignment to incident tasks on which status is maintained.
- EEE. Rehabilitation (Rehab)
That function and location that includes medical evaluation and treatment, food and fluid replenishment, and relief from extreme climatic conditions for emergency personnel. Rehab operations are established according to the circumstances of the incident.
- FFF. Safety Officer
Member of the Command Staff responsible for monitoring and assessing safety hazards, unsafe situations, and developing measures for ensuring personnel safety.
- GGG. Section
That organizational level having functional responsibility for primary segments of incident operations such as Operations, Planning, Logistics, and Finance/Administration. The Section level is organizationally between Branch and Incident Commander:
- HHH. Section Chief
EMS title that refers to a member of the General Staff (Planning Section Chief, Operations Section Chief, Logistics Section Chief, Finance/Administration Section Chief). This term is only utilized in multi-city response situations.
- III. Sector
A grouping of resources with either an exterior geographic or functional assignment.
- JJJ. Service Branch
A Branch within the Logistics Section. Responsible for service activities at an incident. Components include the Communications Unit, Medical Unit, and Food Unit.
- KKK. Single Resource
An individual Company or Crew.

- LLL. Situation Status Unit
Functional Unit within the Planning Section. Responsible for analysis of the incident situation as it progresses. Reports to the Planning Section Chief.
- MMM. Staging Level I
Initial arriving attack teams (engine, ladder, medic, etc.) Go directly to the scene and take standard positions, assume command, and begin operations. The remaining units stage about one block from the scene until ordered into action (or released) by the Incident Commander.
- NNN. Staging Level II
Used for large, complex, or lengthy operations. Additional resources are staged together in a specific location under a Staging Officer. The Staging designation is used only in Level II situations.
- OOO. Staging Area
That location where individual personnel and equipment are assigned on an immediately available basis during Level II staging operations.
- PPP. Strategic Goals
The overall plan that will be used to control the incident. Strategic goals are broad in nature and are achieved by the completion of tactical objectives.
- QQQ. Strike Team
Five (5) of the same kind and type of resources with common communications and a leader.
- RRR. Supervisor
Individuals responsible for the Command of a Sector or Division. This term is only utilized in multi-city response situations.
- SSS. Supply Unit
Functional Unit with the Support Branch of the Logistics Section. Responsible for ordering equipment and supplies required for incident operations.
- TTT. Support Branch
A Branch within the Logistics Section. Responsible for providing the personnel, equipment, and supplies to support incident operations. Components include the Supply Unit, Facilities Unit, and Ground Support Unit.
- UUU. Tactical Objectives
The specific operations that are accomplished to achieve strategic goals. Tactical objectives are both specific and measurable. Tactical operations are usually conducted at the Sector and Division level.
- VVV. Tanker
A ground vehicle capable of transporting a minimum of 1,000 gal. of water.

WWW. Task Force

A group of any type and kind of resources, with common communications and a leader, temporarily assembled for a specific mission (not to exceed five resources).

XXX. Technical Specialists

Personnel with special skills who are activated only when needed. Specialists may be needed in the areas of fire behavior, water resources, environmental concerns, resource use, and training. Technical Specialists report initially to the Planning Section but may be assigned anywhere within the IMS organizational structure as needed.

YYY. Time Unit

A functional Unit within the Finance/Administration Section. Responsible for record keeping of time for personnel working at an incident.

ZZZ. Truck Company

A ground vehicle providing an aerial ladder/device 90 feet or greater and specified portable ladders and equipment capability and personnel. A Truck Company may or may not be equipped with a main fire pump or supply hose.

AAAA. Unit

That organizational element having functional responsibility for a specific area of an incidents Planning, Logistics, or Finance/Administration activity.