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## POLICY



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# POLICY

# PURPOSE

The Santa Clara County High rise policy describes an all hazard organization designed to provide effective management and control of essential functions at incidents occurring in large multi-story buildings. These incidents present significant management, logistical, and safety problems to emergency personnel.

The size and complexity of the interior spaces, standpipe limitations, limited and sometimes arduous access, coupled with extended travel and response times all contribute to the problems faced by emergency responders.

The organizational structure described in this policy is consistent with the standardized all-risk Incident Command System (ICS) organizational elements and operating requirements. It varies in design, however, it provides specialized positions and modifications to regular position task descriptions. These variations are designed to address the unique problems of high-rise incidents.

Additionally, most high-rise structures are equipped with various environmental firefighting and life safety systems that require support and control. Successful operations in these types of buildings require preplanning and technical competence of emergency responders.

# POLICY

It is the policy of the Santa Clara County Fire Operations Chiefs to ensure adequate and coordinated efforts to minimize the loss of life and property through efficient utilization of emergency response resources in the event of a high-rise incident.

A high-rise building is defined as a building of any type of construction or occupancy having floors used for human occupancy located more than 75 feet above the lowest level of fire department vehicle access to the floor of the highest occupiable story*. A high-rise response will be sent to buildings meeting this definition in Santa Clara County. Individual agencies have the latitude to designate this response for additional buildings that don't meet the definition. Agencies also have the latitude to exempt buildings that meet the definition from this response at their discretion.

**Use of Elevators**

Use of an elevator must be approved by the IC. The decision to use the elevators will rely heavily on reports from Fire Attack. The initial fire Attack Company or companies will not use elevators; they will be responsible for recon of the fire floor and surrounding floors.

This policy is designed to closely follow the FIRESCOPE Field Operations Guide (FOG) ICS 420-1 2017 edition.

**Paragraph 3.3.36.7 of NFPA 101®, Life Safety Code, 2012 edition*

# PROCEDURES

## Modular Organizational Development

The order in which the ICS organizational structure develops may vary with the type and nature of the incident. A series of examples of modular development can be found in the FIRESCOPE FOG Chapter 20 High-rise that illustrate a typical method of expanding the incident organization at a high-rise incident to reflect the size and complexity of the incident and the available resources at a given time in the incident.

**Initial Response Organization**: Initial response resources are managed by the Incident Commander (IC) who will handle all Command and General Staff responsibilities.

**Multi-Group/Division Organization**: The IC has established most Command and General Staff positions and has established a combination of divisions and groups to reflect the location and nature of the incident.

**Multi-Branch Organization**: The IC has identified a number of actual or potential specialized incident problems and has established all Command and General Staff positions and has established several branches to effectively manage the problems and resource.

## Designated Incident Facilities

Base and Staging have modified functions and locations in the high-rise incident.

**Staging Area**: The high-rise incident requires that the regular concept of Staging Areas be modified. The limited access and vertical travel distance of the larger high-rise building may require the establishment of a resource Staging Area within the building and that its functions are expanded. The Staging Area is generally located a minimum of two floors below the emergency as long as the atmosphere is tenable. The specific changes are described in the Staging Area Manager's Position Description.

**Base**: The base at a high-rise incident is a ground level assembly area. A major incident in a high-rise building will require Base to be expanded and to perform the functions of an Incident Base supporting large numbers of personnel. Base should be located a minimum of 200' from the incident building to provide for the safety of personnel and equipment.

## Organizational and Operations

**Modified High-Rise ICS Positions**: Certain existing ICS positions and functional units within the high-rise incident organization have modified responsibilities that require full descriptions. These positions include; Ground Support Unit Leader, Base Manager, Staging Area Manager, Rapid Intervention Group Supervisor and Medical Unit Leader.

**Specialized High-rise ICS Positons**: Lobby Control Unit Leader, Systems Control Unit Leader, and Evacuation Group Supervisor are specialized functional positions specific to a high-rise incident.

Lobby Control Unit is established to provide access control, accountability and routing inside the structure. As the incident escalates, a separate Systems Control Unit may be established to operate, supervise and coordinate the vital operation of specialized systems incorporated into modern high-rise buildings, from electrical supply to smoke removal systems. Systems Control Unit coordinates the efforts of various Technical Specialists who might be required to assist in the operation or repair of the systems.

In the initial period of an incident, or in a less complex incident/building, the Lobby Control Unit may assume the functions of the Systems Control Unit as shown in the basic organization chart.

The positions and modifications are described in the position descriptions that follow.

## Command Responsibilities

It will be the responsibility of the IC to develop an organizational structure utilizing standard operating procedures as soon as possible after arrival and implementation of initial control measures.

During the initial phases of a high-rise incident, the IC will normally carry out three General Staff functions:

**3 General Staff Functions**

- Operations
- Planning
- Logistics

**3 Basic Incident Planning Levels**

- Strategic Level – Overall direction of the incident
- Tactical Level – Assigns operational objectives
- Task Level – Specific tasks assigned to companies

### Strategic Level

This level involves the overall command of the incident. The IC is responsible for the strategic level of the command structure. The Incident Action Plan (IAP) should cover all strategic responsibilities, all tactical objectives and all support activities needed during the operational period. The IAP defines where and when resources will be assigned to the incident to control the situation. The IAP is the basis for developing a command organization, assignment of resources, and establishing tactical objectives. The strategic level responsibilities include:

1. Determine the appropriate strategy
2. Establish overall incident objectives
3. Setting priorities
4. Develop an incident action plan (IAP)
5. Obtaining and assigning resources
6. Predicting outcomes and planning
7. Assigning specific objectives to tactical units
8. Providing for the safety accountability and welfare of personnel.

### Tactical Level

Tactics identifies operational activities towards specific objectives. A tactical level assignment comes with the authority to make decisions and assignments, within boundaries of the overall plan and safety as outlined in the IAP.

When assigning a branch, division, or group, the IC will assign each:

1. Tactical objectives
2. Communications Plan
3. List of resources assigned

### Task Level - Tactical Assignments

During high-rise incidents the term “Division” will be used to indicate a floor level (e.g. Division 6 indicates the 6$^{th}$ floor). When operating below grade the term “Subdivision” will be used (e.g. Subdivision 1 will be used to indicate the first level below grade.)

When a resource is assigned from staging by the Staging Area Manager to a division/group assignment the resource will be told the location and the officer in charge to report to. The Staging Area Manager will inform Operations (or IC if no Operations Section Chief is yet assigned) which resources have been assigned to fill the request.

Division/Group supervisors must be in a position to directly supervise and monitor operations within their assigned responsibility. This will require the Division/Group Supervisor to be equipped with the appropriate PPE, two radios, and any other necessary equipment for their area of responsibility.

Division/Group Supervisors will be responsible for, and in control of, all resources and functions assigned to them. This requires each Division/Group Supervisor to:

1. Complete objectives assigned
2. Account for all assigned personnel
3. Ensure that operations are conducted safely
4. Monitor work progress
5. Coordinate actions with related activities and adjacent division/groups
6. Monitor welfare of assigned personnel
7. Request additional resources as needed
8. Provide Command with essential and frequent progress reports
    - When significant changes occur, avoid excessive radio traffic
9. Reallocate resources within the division/group

Division/Group Supervisors will keep Operations and the IC informed of conditions and progress in their area of responsibility.

**Accountability**

Accountability at high-rise incidents can become complicated by the size of the incident. Multiple check-in points are established to help maintain accountability.

1. Base – All resources assigned to the incident after Base has been established will check-in here. The Base manager needs to keep an accurate accounting of resources assigned to Base.
2. Lobby – All resources entering the building will check-in with the Lobby Unit. Lobby will provide route of travel and any additional information as necessary. Lobby will also record anyone exiting the building.
3. Staging – All resources assigned to Operations will check-in with Staging after they leave Lobby.

# APPENDICES

# APPENDIX A

## Incident Fire Resources Assignments

**The below outlined resources assignments (S.O.G.) shall provide a guideline for initial companies to follow while responding to a high-rise fire incident. Nothing in the S.O.G. shall preclude or prohibit the Incident Commander or Fast Attack Incident Commander from taking whatever action he/she determines to be appropriate, based on incident priorities and the available resources for the presented situation.**

**First Engine**: Recon/Fire Attack (Use Company Designator unless/until assigned an ICS designator)

- Exterior Size-Up
- Initiate IC
- Access "Knox Box" keys
- Gain entry to building
- Check annunciator panel for fire signal location and type
- Make contact with building personnel if possible
- Identify stairwells
  - Attack
  - Evacuation
- Pass IC
- Size-up each floor on the way up to floor of alarm or fire
- Before entering IDLH wait for 2nd company

**First Truck:** Recon/Fire Attack

- Assigned to work with First Engine
- Aerial Ladder operations if immediately needed to effect rescue

**Second Engine:** Water Supply/Lobby Control Unit ("Lobby")

- Captain and FF to assume Lobby Control Unit
- Driver/Engineer to obtain a water supply and make appropriate connections to the FDC

**Third Engine:** Assigned to work with First Engine

**Fourth Engine:** Establish Staging

**Fifth Engine:** To Staging

**Second Truck:** To Staging
(Consideration given to assigning to floor above the fire)
- Aerial Ladder operations if immediately needed to effect rescue

**Third Truck:** To Staging (Consideration given to assigning to floor above the fire)
Aerial Ladder operations if immediately needed to effect rescue

**RIC Company –** Assigned company on 1st alarm
- Check in with lobby
- Locate two floors below reported fire
- Report to IC until RIC Group Supervisor arrives
- A RIC group should be established at each stairwell where fire companies enter and IDLH

**First Arriving Engine on 2nd Alarm**: Establish Base

**All other Greater Alarm Units report to Base.**

## Chief Officer Assignments

In order to establish a standard for assignments of Command and Control functions, the following guideline should be considered at High-Rise fire related incidents:

1st Arriving Battalion Chief: "Command"

2nd Arriving Battalion Chief: Division = Fire floor or series of floors

3rd Arriving Battalion Chief: Group = Evacuation

4th Arriving Battalion Chief: RIC Group

5th Arriving Battalion Chief: Deputy Incident Commander

6th Arriving Battalion Chief: Division/Group/Safety Officer

1st Arriving Fire Chief or Deputy/Assistant Chief: "Command"
- 1st arriving Battalion Chief to "Operations"
- 5th arriving Battalion Chief as Deputy to "Operations"

8th Arriving Battalion Chief: Division

9th Arriving Battalion Chief: Division

## Equipment:

All units should bring equipment to their assignment. No personal should go into the building with empty hands. The following is a list of minimum requirements that each type of company should give first priority to:

| | |
|---|---|
| Engine Companies | → Hose bundles (2 ½")<br>→ Standpipe Kit<br>→ SCBA Bottles (multiple)<br>→ Thermal Imaging Cameras<br>→ L.A.S. rope |
| Truck Companies | → Forcible Entry Tools<br>→ Hooks/Pike Poles, etc.<br>→ SCBA Bottles<br>→ Thermal Imaging Cameras<br>→ L.A.S. rope |

***First Alarm Units: Should place emphasis on imminent rescues and initial fire attack when selecting appropriate equipment:***

Example: hose, hand tools, etc.

***Second Alarm Units: Should place emphasis on supporting an extended work duration for crews***

Example: SCBA bottles, supporting air systems, etc.

# APPENDIX B

## Hose Packs and Standpipe Kit

1. The standard high-rise hose pack shall include:
   - → (4) 50 foot lengths of 2 ½ inch hose with 2 ½ inch NST threads
   - → (1) Smooth Bore/Extendable Nozzle with 2 ½ inch NST threads (1 1/8 " through 1 ¼" tip)
   - → (12) 2" x 24" Securing straps
2. The *optional high-rise hose pack shall include:
   - → (2) 100 foot lengths of 1 ¾ inch hose with 1½ inch NST threads
   - → Combination/Extendable Nozzle with 1 ½ NST threads
   - → 6 to 10 feet of 2 ½ inch hose with 2 ½ inch NST threads
   - → Gated wye 2 ½ to 1 ½ inch with NST threads
3. 2 ½" High-rise standpipe kit inventory sheet
   - → 2 ½" Controlling nozzle equipped with 1-1/8" - 1-1/4" nozzle tip
   - → 2 ½" x 2 ½" In-line pressure gauge
   - → 60 Degree elbow

     Or
   - → (2) 30 Degree elbows
   - → 18" Aluminum pipe wrench
   - → 2 ½" Spanner wrenches
   - → (12) Door chocks - minimum
   - → 1 ½" x 2 ½" increaser
   - → 2 ½" X 2 ½" Inline gate valve

*The 2 ½" inch hose bundle should be considered the primary hose used for a high-rise incident. The 1 ¾" hose bundle should be considered as an option only under unusual conditions.

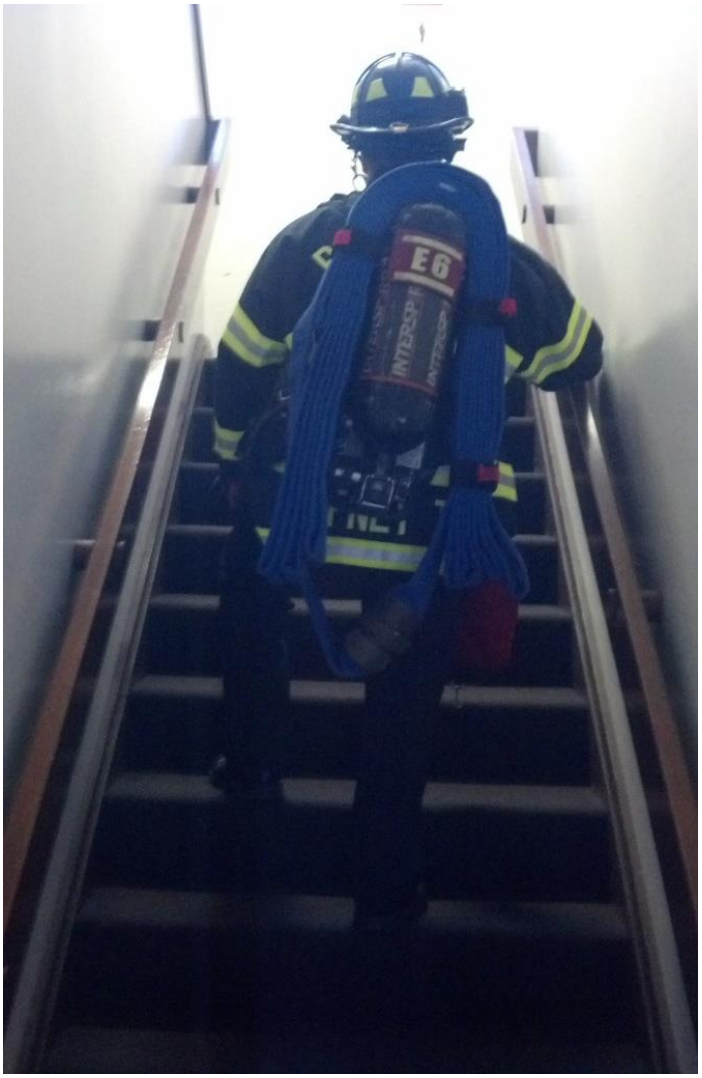
# APPENDIX C

## Stretches

## APARTMENT STRETCH – NON IDLH

The Apartment Stretch is designed for fire attack in residential high-rise/standpipe equipped buildings. A component that makes the apartment stretch user-friendly is that the 2 ½" hose is stretched dry. The area where the dry stretch is completed must be completely tenable; clear of fire, heat, smoke, etc. (non-IDLH). This tactic should be employed in situations where:

- The fire is still compartmentalized
- The fire is behind a closed door
- Most importantly, the firefighters have control of, the closed apartment door




Hose packs are designed as a modular system. Each crew member carries 50' of 2 ½" attack hose on his/her SCBA bottle. This allows hands to be free to assist with ascending the stairs or carry tools and equipment.

<table>
<tr><th>Apartment Stretch Steps</th><th>Key Points</th><th>Key Points</th></tr>
<tr><td>1. Captain determines fire floor is non IDLH and the apartment stretch is the appropriate tactic.</td><td></td><td></td></tr>
<tr><td>2. On the floor below the fire (drop point 1) place the bundles in line with the supply female coupling towards the standpipe and the nozzle towards the fire.</td><td>Ideally the top of the bundles are towards the wall away from the stairs. The folds pointing at the stairs will allow for the bundles to pay out better.</td><td></td></tr>
<tr><td colspan="2">  </td><td>Location/direction of standpipe<br><br>Direction of firefighters path of travel to the fire</td></tr>
<tr><td>3. Remove the straps and connect the bundles. Stretch the supply female coupling to the standpipe</td><td rowspan="2">Consider masking up now prior to deployment.</td><td rowspan="2">  </td></tr>
<tr><td>4. Engineer flushes standpipe, connects the in line gauge then connects the supply female coupling</td></tr>
</table>

| Apartment Stretch Steps | Key Points | Key Points |
|---|---|---|
| 5. Nozzle firefighter and heel work together to bring enough hose to drop point 2 to deploy for fire attack. Hose is kept to the outside of the stairwell when possible | Ensure there is enough hose at drop point 2 to allow for at least 50' of attack hose at drop point 3. | |
| 6. Nozzle firefighter and heel work together to deploy the bundles to drop point 3 for fire attack. | This is after determining the space is non IDLH which can change rapidly in a center hallway | |
| 7. The nozzle is deployed to the door of the fire compartment setup to facilitate door management and fire attack. | Many methods for deploying the high rise bundles exist. Practice modified versions of the attack bundle deployment in order to get more hose to the target in smaller spaces. | |
| 8. The line is now charged and placed into service | The line must flow water for the pressure to be set especially with standpipe system | |

**Driver/Engineer at the FDC**

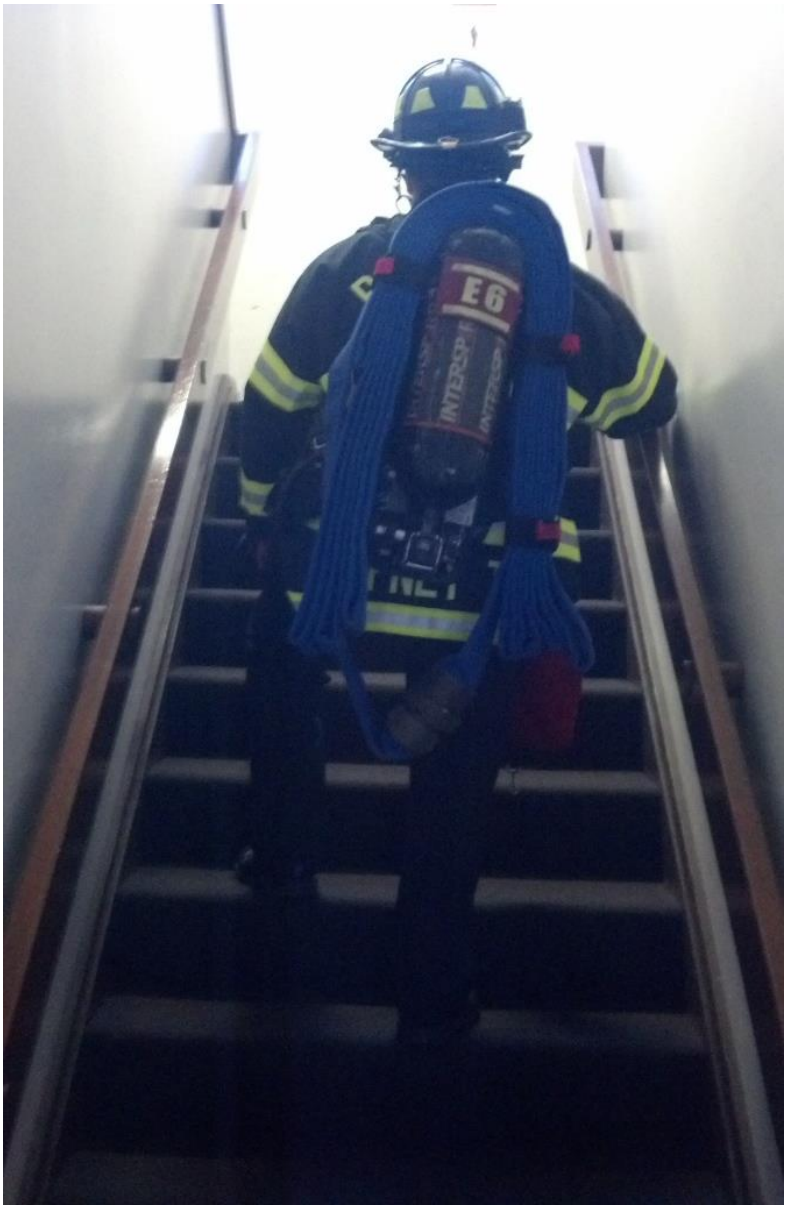
**Consider:**

- Multiple pumpers
- Multiple water supplies with a pumper at the hydrant
- Do not exceed 200 psi at the FDC due to system test pressure
- Calculate friction loss based on 5 floors above the fire or the roof
    - This allows for variables in pressure based on
        - Length of stretch
        - Fire progression to additional floors
        - Connections at multiple standpipe discharges on multiple floors
            - Floor below, floor of, 2 floors below, etc.

## STAIRWELL STRETCH – IDLH

The Stairwell Stretch is designed for fire attack in residential high-rise/standpipe equipped buildings. The stretch is specifically designed for fire attack that must be initiated from the safety of the protected stairwell. This is due to the fact that the fire is no longer compartmentalized within the fire apartment or other compartmentalized area. This tactic should be employed in situations where:

- An apartment fire in a residential building where the door to the apartment was left open
- A fire where the public hallway is not tenable; clear of fire, heat, smoke, etc. (IDLH)




Hose packs are designed as a modular system. Each crew member carries 50' of 2 ½" attack hose on his/her SCBA bottle. This allows hands to be free to assist with ascending the stairs or carry tools and equipment.

| Stairwell Stretch Steps | Key Points | Key Points |
|---|---|---|
| 1. Captain determines fire floor is IDLH and the stairwell stretch is the appropriate tactic. | Hose will be stretched (dry) entirely in the stairwell and floor below the fire | **SAFETY NOTE:** Door control from the protected stairwell to the fire floor is paramount. |
| 2. On the floor below the fire (drop point 1) place the bundles in line with the supply female coupling towards the standpipe and the nozzle towards the fire. | Ideally the top of the bundles are towards the wall away from the stairs. The folds pointing at the stairs will allow for the bundles to pay out better. | |
|  | | Location/direction of standpipe<br><br>Direction of firefighters path of travel to the fire |
| 3. Remove the straps and connect the bundles. Stretch the supply female coupling to the standpipe | Consider masking up now prior to deployment. |  |
| 4. Engineer flushes standpipe, connects the in line gauge then connects the supply female coupling | | |

| Stairwell Stretch Steps | Key Points | Key Points |
|---|---|---|
| 5. Nozzle firefighter and heel work together to bring enough hose to drop point 2 to deploy for fire attack. | Excess hose shall be flaked in the stairs above drop point 2 for advancing. Hose is kept to the outside of the stairwell when possible. |  **Drop Point 2** **No hose is above the first landing ensuring additional friction points are not created. Eliminating the possibility of personnel occupying the chimney created at the point of** |
| 6. The nozzle is deployed to the door setup to facilitate door management and fire attack. | Nozzle is 3-5 feet back from the entry door to anticipate stretch when charged. | |
| 7. The door must be managed to ensure it does not open prior to the crew being ready. | The stairwell must be clear of evacuees prior to opening the door to the IDLH. | |
| 8. The engineer will flake out all remaining hose on the floor below. Once the hose brought to drop point 2 is deployed. | Dime positions will likely need to be staffed to move charged 2 1/2" up the stairs. | |

**Driver/Engineer at the FDC**

**Consider:**

- Multiple pumpers
- Multiple water supplies with a pumper at the hydrant
- Do not exceed 200 psi at the FDC due to system test pressure
- Calculate friction loss based on 5 floors above the fire or the roof
    - This allows for variables in pressure based on
        - Length of stretch
        - Fire progression to additional floors
        - Connections at multiple standpipe discharges on multiple floors
            - Floor below, floor of, 2 floors below, etc.

# APPENDIX D

## Glossary of Terms

### ALS RAT BASE

**A• Attack/Investigation Company** - A company enters the lobby, obtains information that is available at the location, and begins an investigation. The Attack/Investigation Company is responsible for determining the nature and extent of the emergency, communicating this information, and initiating fire suppression operations.

**L• Lobby & Systems Control** –will be established at every high-rise incident. Utilization of this function stresses the importance of controlling access and egress as well as building systems. Lobby Control personnel should advise personnel entering the building of the:

- Reported location of the fire
- Safe use and control of the elevators
- Routes to use within the building
- Any additional information
- Personnel/crew personnel accountability report system (PAR) for all building entrances and exits

**S• Staging -** The high-rise incident requires that the regular concept of Staging Areas be modified. Staging should be established two or three floors below the fire floor as long as the atmosphere could be kept clear. Staging personnel are responsible for the control and dispersal of resources (personnel and equipment) that implement the Incident Action Plan. The specific changes are described fully in the Staging Area Managers' Position Description.

**RAT• Rapid Ascent Team**– is responsible for directing and/or relocating the building occupants and casualties through the evacuation stairwell(s) to refuge area(s). The RAT is not responsible for the rescue or recovery of occupants and casualties from the emergency.

**BASE•** Base - at a high-rise incident resembles a ground level staging area early in the incident and provides a specific location for parking of apparatus and stock piling of resources. The base area also becomes the first point of Resource Status/Check-in, an important element in managing the resources required for a large or escalating incident. A major fire in a high-rise building will require the Base to be expanded and to perform the functions of an Incident Base supporting large numbers of personnel. The nature of the urban/suburban environment and the ability of an agency to rotate personnel back to stations may impact the manner in which the Base functions. Base should be located away from building to provide safety from falling glass and debris. All officers must anticipate needs

and initiate requests to support tactical and support operations *prior* to the time of actual *need*. For this reason, officers involved with high-rise incidents must keep these priorities of initial company assignment in mind.

**Agency Representative -** An individual assigned to an incident from an assisting or cooperating agency that has been delegated authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives report to the Incident Liaison Officer or the Incident Commander on smaller incidents.

**Air Operations Branch Director** - Responsible for managing all air operations and preparing the air operations portion of action plan, and providing logistical support to aircraft operating at the incident.

**Assistant -** Title for subordinates of Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be used to supervise unit activities at camps.

**Assistant Safety Officer** - Reports to the Safety Officer and assists in performing, monitoring and assessing safety hazards, unsafe situations, and developing measures for ensuring personnel safety.

**Base -** That location where the primary logistics functions are coordinated and administered (incident name or other designator will be added to the term "Base"). The Incident Command Post may be co-located with the base. There is only one base per incident. Base should be located a minimum of 200' from the incident building to provide for the safety of personnel and equipment.

**Base Manager** – is responsible for management of all functions at the designated base and command post locations. The Base Manager reports to the Logistic Section Chief or the Support Branch Director if established.

**Branch** - That organizational level having functional/geographic responsibility for major segments of incident operations. The Branch level is organizationally between Section Chiefs and Divisions/Groups. The intent of the position of branch director is to provide adequate span of control.

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

**Communications Unit Leader** – Prepares the communication plan for the Incident Action Plan. They monitor and log all radio traffic.

**Dime** - A 3rd or 4th member on the line during deployment for extended stretches

**Division** – the organizational level having the responsibility for the operations within a defined geographic area, typically by floor or series of floors in the high-rise environment. The division level is organized between single resources, task force, and strike team

**Documentation Unit Leader** – is responsible for collecting all reports and records from the incident.

**Drop Point** - A point of reference within a hose stretch when bundles are used or hose is broken and re-coupled. These stretches operate in "stages" and a drop point can reference each stage… example: drop point 1, drop point 2. The last drop point is also part of the deployment site for the attack bundle.

**Emergency Traffic** – Shall be used to clear radio traffic. Clear text shall be used to identify the type of emergency "Firefighter down," "Firefighter missing," or "Firefighter Trapped," etc.

**Evacuation Group Supervisor** - is responsible for coordinating the effective movement of people at risk within a structure through the identification and management of authorized routes of egress per the incident action plan.

**FARS** – **F**irefighter **A**ir **R**eplenishment **S**ystem

**General Staff** - The group of incident management personnel comprised of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and the Finance Section Chief.

**Ground Support Unit Leader**– Is responsible for providing transportation for personnel, equipment, and supplies; providing refilling of SCBA; fueling all powered apparatus and equipment; implementing the ground level traffic/movement plan at the incident including safe routes and zones. The Ground Support Unit Leader reports to Logistics Section Chief or the Support Branch Director if established.

**Group** - The organizational level having responsibility for a specified functional assignment at an incident (rescue, salvage, ventilation, evacuation, medical, etc.)

**Heel -** Can be a firefighter or the Captain this is always the second member on the line during all operations. A heel is needed in deployment of longer lines directly behind the nozzle firefighter as well as general decision making and communication.

**High-rise -** A high-rise building is defined as a building of any type of construction or occupancy having floors used for human occupancy located more than 75 feet above the lowest level of fire department vehicle access to the floor of the highest occupiable story.

**Incident Action Plan (IAP)** - The strategic goals, tactical objectives, and support requirements for an incident. All incidents require an action plan. The action plan is not usually in written form for simple incidents. Large or complex incidents will require that the action plan be documented in writing.

**Incident Dispatch Team (IDT)** – trained communications personnel who assist in the management of all communications at the incident. They report to the Communications Unit Leader.

**Information Officer (PIO)** – is responsible for obtaining pertinent information regarding an incident and disseminating that information to the appropriate agencies. This position is a member of the Command Staff.

**Incident Commander** - The individual responsible for the management of all incident operations.

**Liaison Officer** - The point of contact for assisting or coordinating agencies. This position is a member of the Command Staff.

**Lobby Control Unit Leader**- Primary responsibilities are to operate a personnel/crew accounting system for all building entry and exit points, direct fire personnel to correct ingress/egress points, and maintain control of building access. The Lobby Control Unit operates elevator cars and directs building occupants to safe areas. In addition, the Lobby Control Unit Leader will prepare reports as needed. The Lobby Control Unit Leader reports to Logistics Section Chief or the Support Branch Director if established.

**Logistics Section Chief**- is responsible for providing facilities, services, and materials for the incident. The Logistics Section is made up of the Support Branch and the Service Branch. The Support Branch contains Lobby Control Unit, Systems Control Unit, Ground Support Unit, Base, and the Supply Unit. The Service Branch contains the Communications Unit and the Medical Unit (with Rehab).

**Medical Group Supervisor** – is responsible for coordination of Medical Group functions including triage, treatment, and transportation of civilians/occupants. The Medical Group reports to Operations Section Chief or Medical Branch if established.

**Medical Unit Leader** – is responsible for emergency personnel working the incident and for developing the Medical Plan. The plan will include medical aid, rehabilitation, and transportation for incident personnel. In addition, the Medical Unit Leader will prepare reports as needed. The Medical Unit Leader reports to Logistics Section Chief or the Support Branch Director if established.

**Operations Section Chief** – is responsible for all tactical operations at an incident. Includes divisions groups, branches, task forces, strike teams, and single resources.

**Personnel Accountability Reports (PAR)** – A PAR is conducted to ensure all personnel/companies are accounted for at an incident or in a specific area. The Incident Commander shall conduct a PAR of the incident after an evacuation order is given or a change to a defensive mode. The Incident Commander can request a PAR from each Branch Director and Division/Group Supervisor to ensure accountability at any time during the incident.

**Planning Section Chief** – is responsible for the collection, evaluation, dissemination, and use of information about the development of the incident and the status of resources. Includes the Resource Unit, Situation Unit, and the Technical Specialist.

**Rapid Intervention Crew (RIC)** – Team that consist of at least two fire personnel that monitors fire suppression crew(s) on each designated division in the event of a rescue and or emergency situation. This team will respond at the request of the Incident Commander/Operations Section Chief to perform immediate rescue operations for trapped, missing, or injured fire personnel.

**Rapid Intervention Crew Tool Cache** – Consists of selected tools to perform rescue of personnel (e.g. power saws, axes, pry bars, etc.). This cache is to be located with the RIC and available for immediate use.

**Rehab Unit Leader** – is responsible for providing an area of rest and first aid for personnel relieved from assigned duties. Rehab may be co-located in the staging area. Rehab reports to the Medical Unit Leader.

**Rescue Group Supervisor**- is responsible for coordinating the rescue efforts of the Incident Action Plan and the assigned personnel and resources that carry out that function.

**Resource Unit Leader** – is responsible for recording the status of resources committed to an incident and evaluation of resources currently committed to an incident, the impact additional responding resources will have on an incident, and anticipated resources needed. They collect all T-cards.

**Safety Officer** – is responsible for monitoring and assessing safety hazards, unsafe situations, and developing measures for ensuring personnel safety. This position is a member of the Command Staff.

**Salvage Group Supervisor** – is responsible for personnel and equipment assigned to the salvage efforts within a structure, per the Incident Action Plan.

**Section** - That organizational level having responsibility for primary segments of incident operations, such as Operations, Plans, and Logistics. The Section level is organizationally between Branch and Incident Commander.

**Situation Unit Leader** – is responsible for the analysis of the incident as it progresses. The Situation Unit Leader reports to the Planning Section Chief.

**Staging** - The location where incident personnel and equipment are assigned on an immediate available status usually 2 to 3 floors below the fire.

**Staging Area Manager** – is responsible for the management of all functions within the staging area and reports to the Operations Section Chief. Typically a rehab area and a safe refuge zone are also located in this area.

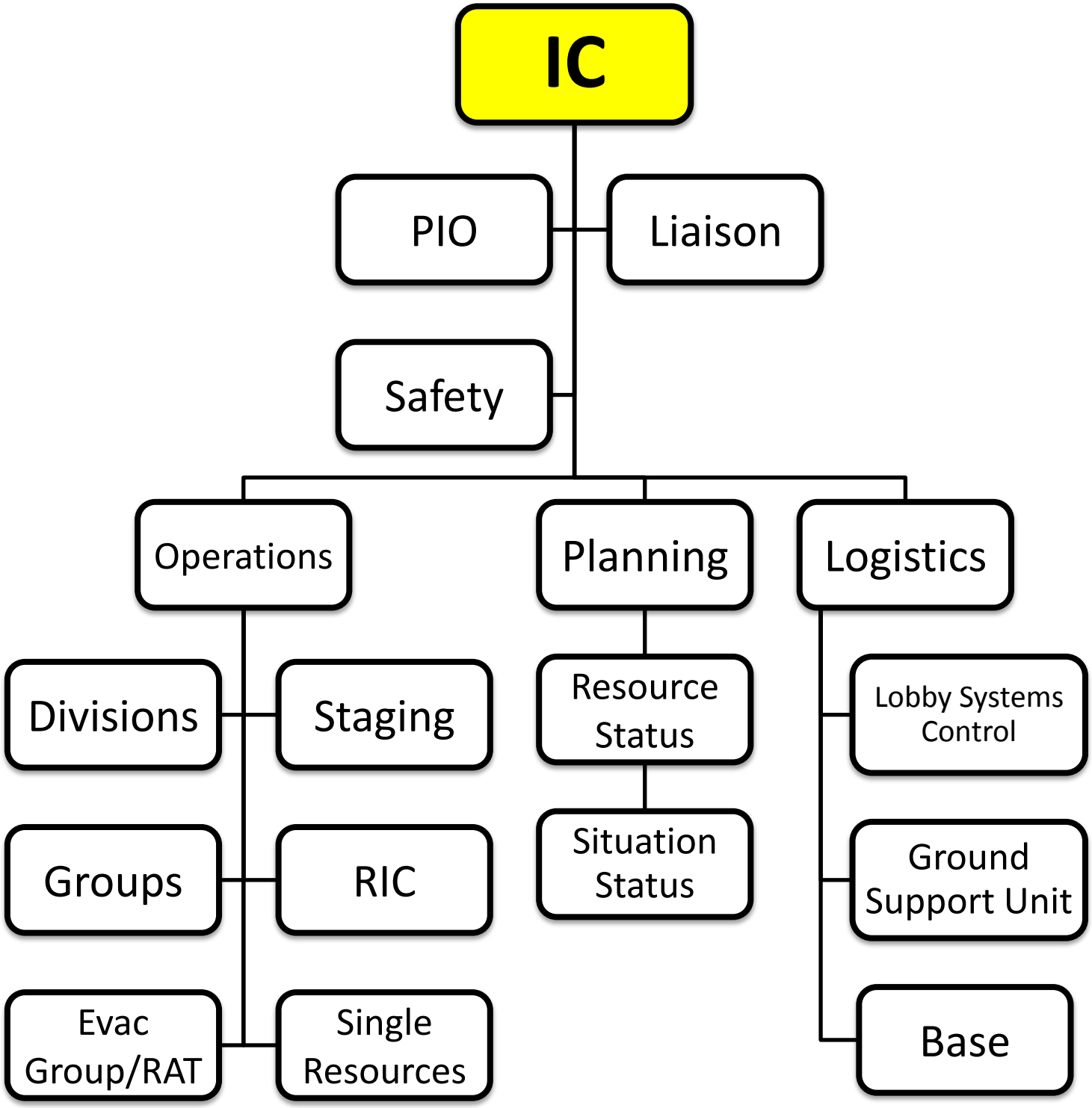
**Systems Control Unit Leader**– Monitors and maintains built-in fire control, life safety, environmental control, communications and elevator systems. This includes sprinkler systems and water supplying those systems.

**Technical Specialist** - Personnel with special skills who are activated only when needed. Technical Specialists report initially to the Planning Section, but may be assigned anywhere within the ICS organizational structure as needed.

**Ventilation Group Supervisor** – is responsible for coordinating the ventilation efforts and supervising personnel and equipment assigned to the Ventilation Group within the entire structure per the Incident Action Plan

# APPENDIX E

## Basic Incident Organizational Chart Position Checklists



## INCIDENT COMMANDER POSITION CHECKLIST

| | |
|---|---|
| ☐ | Assess the situation and/or obtain a briefing from the prior Incident Commander |
| ☐ | Donn ICS positon vest |
| ☐ | Determine Incident Objectives and strategy |
| ☐ | Establish the immediate priorities |
| ☐ | Establish an Incident Command Post |
| ☐ | Consider the need for Unified Command |
| ☐ | Establish an appropriate organization |
| ☐ | Ensure planning meetings are scheduled as required |
| ☐ | Approve and authorize the implementation of an Incident Action Plan |
| ☐ | Ensure that adequate safety and personnel accountability measures are in place |
| ☐ | Coordinate activity for all Command and General Staff |
| ☐ | Coordinate with key people and officials |
| ☐ | Approve requests for additional resources or for the release of resources |
| ☐ | Keep agency administrator informed of incident status |
| ☐ | Approve the use of trainees, volunteers, and auxiliary personnel |
| ☐ | Authorize release of information to the news media |
| ☐ | Ensure Incident Status Summary (ICS Form 209) is completed and forwarded to appropriate higher authority. |
| ☐ | Order the demobilization of the incident when appropriate. |
| ☐ | Maintain Unit/Activity Log (ICS Form 214) |

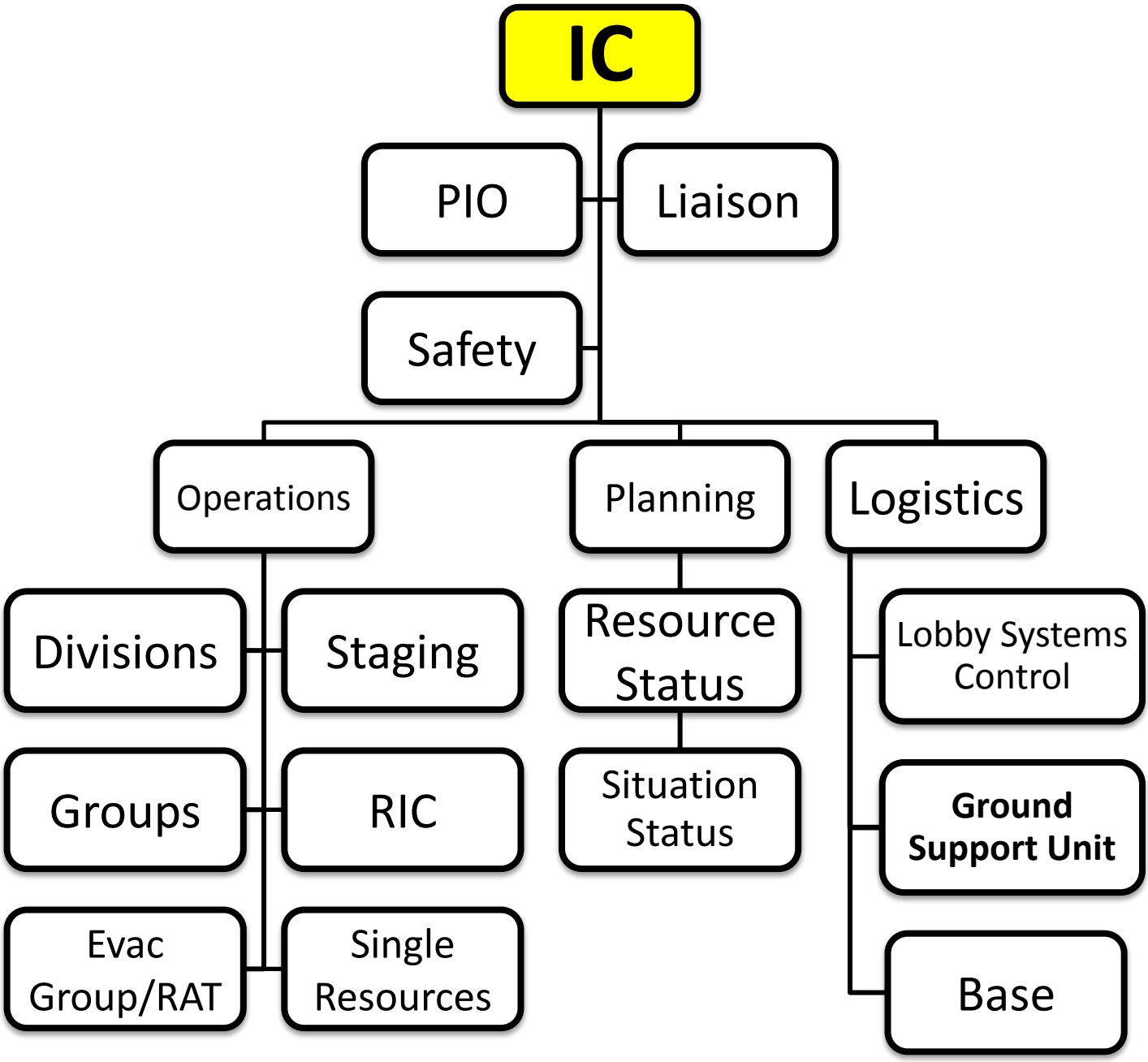
# Incident Commander

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## SAFETY OFFICER POSITION CHECKLIST

| | |
|---|---|
| | Obtain situation briefing from I.C. |
| | Donn ICS positon vest |
| | Assess situation |
| | Review the Incident Action Plan (IAP) for safety implications. |
| | Identify existing and potential hazardous situations associated with the incident |
| | Keep all personnel informed of existing and potential hazards. |
| | Assign Assistant Safety Officers as needed. |
| | Exercise emergency authority to stop or prevent unsafe acts when immediate action is needed and communicate such exercise of authority to the Incident Commander. |
| | Initiate appropriate mitigation measures, i.e., Personnel Accountability, Rapid Intervention Crew/Company, etc. |
| | Participate in planning meetings and advocate effective risk management. |
| | Develop and communicate an incident safety message as appropriate. |
| | Investigate accidents that have occurred within the incident area |
| | Maintain Unit/Activity Log (ICS Form 214) |

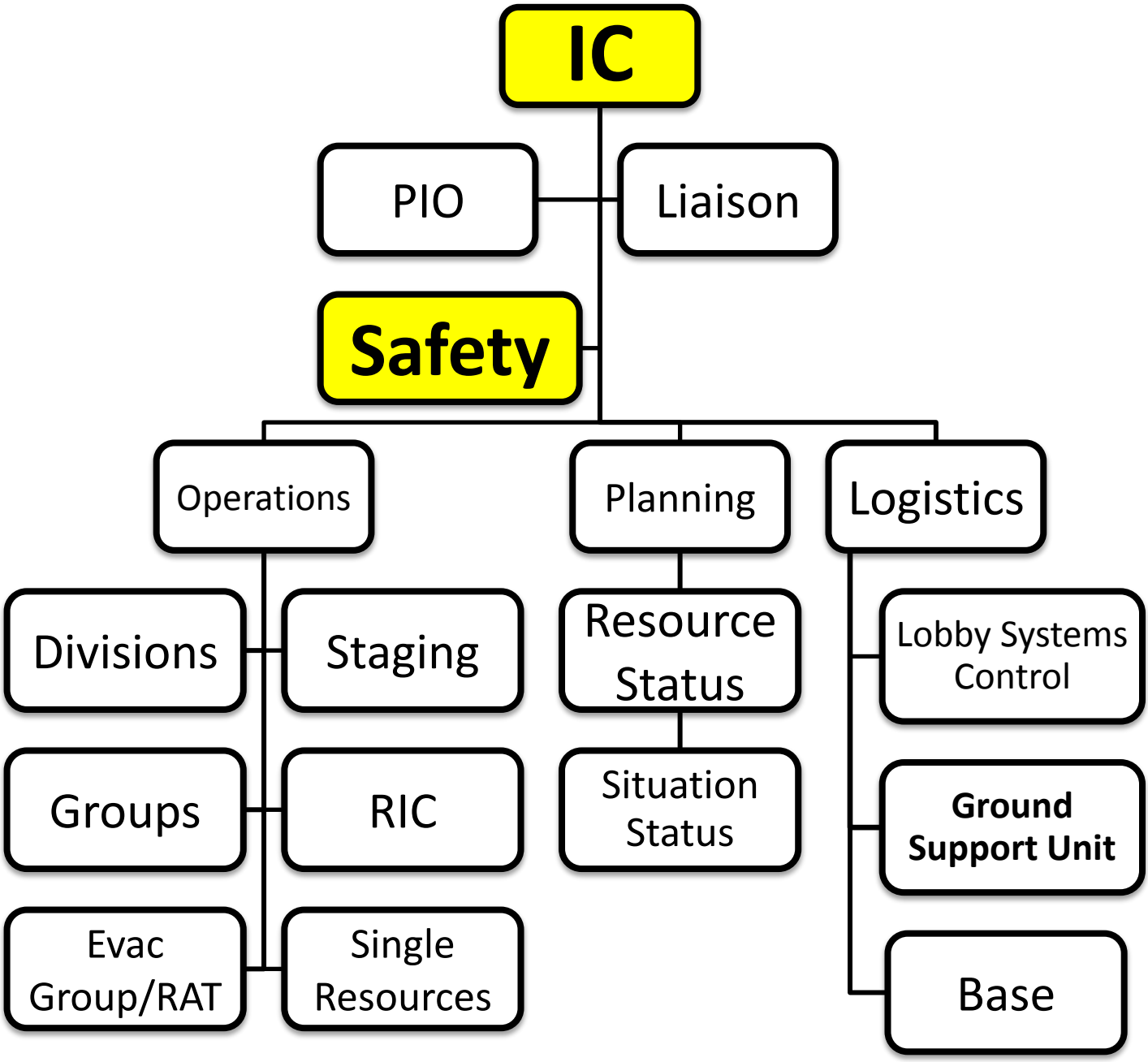
## Safety Officer

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## OPERATIONS SECTION CHIEF POSITION CHECKLIST

| | |
|---|---|
| | Obtain situation briefing from I.C. |
| | Donn ICS positon vest. |
| | Develop the operations portion of the Incident Action Plan (IAP). |
| | Brief and assign Operations Section personnel in accordance with the IAP. |
| | Establish operational area in proximity of the fire suppression activities. |
| | Establish Divisions/Groups and assign Supervisors as needed. |
| | Establish Staging Area and assign Staging Area Manager. |
| | Ensure RIC is established. |
| | Supervise Operations Section ensuring safety of all personnel. |
| | Determine need for any additional resources and make request. |
| | Request periodic progress reports from Division Group Supervisors. |
| | Maintain Unit/Activity Log (ICS Form 214) |

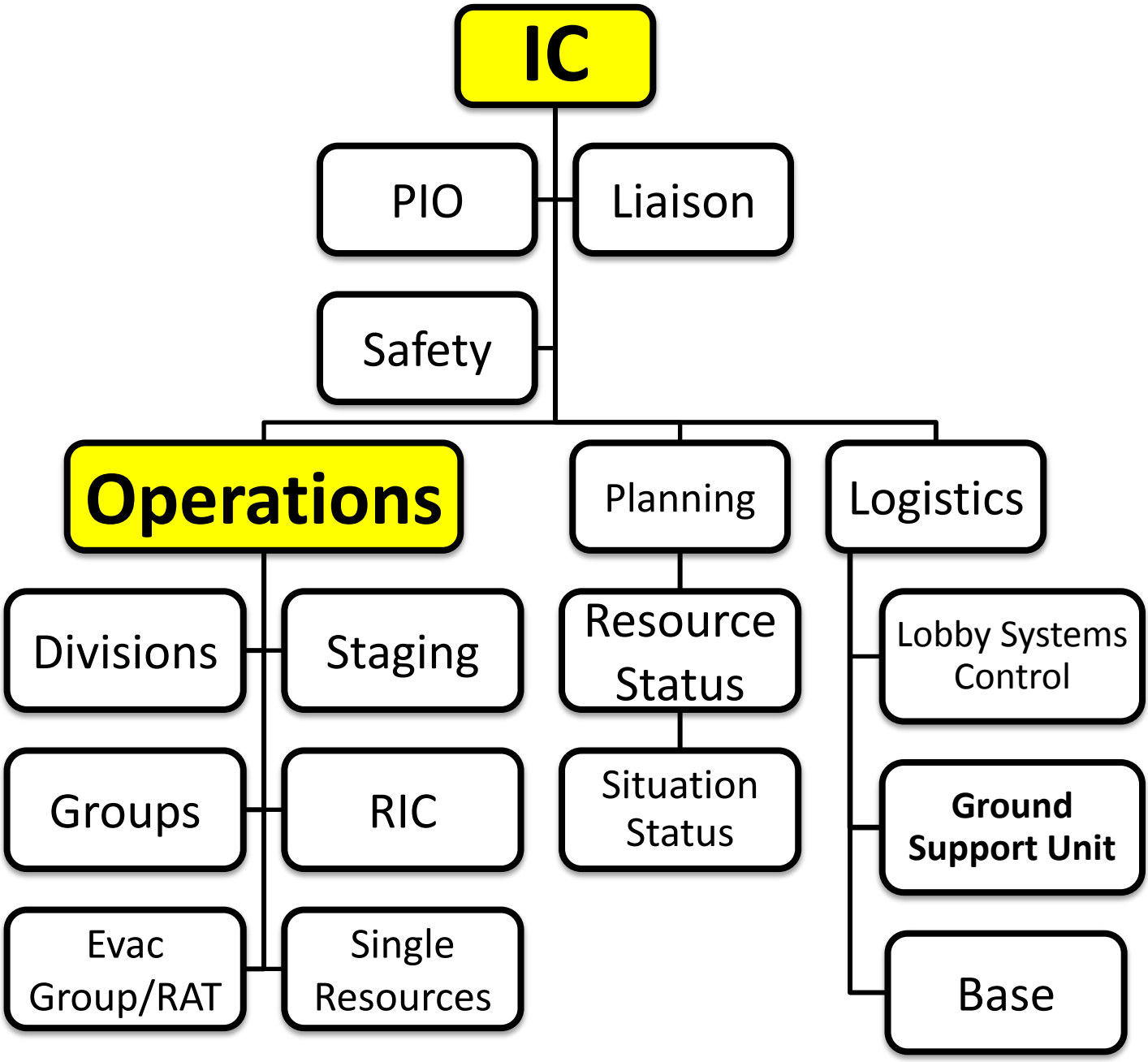
# Operations Section Chief

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## STAGING AREA MANAGER POSITION CHECKLIST

| | |
|---|---|
| | Obtain situation briefing from Operations Section Chief (OSC) or Incident Commander |
| | Donn ICS positon vest. |
| | Proceed to selected location and evaluate suitability (minimum two floors below). Announce location to OSC. |
| | Request necessary resources and personnel to handle Staging functions. |
| | Establish check in function. |
| | Maintain a personnel accountability system for arriving and departing crews. |
| | Establish Staging Area layout and identify/post each functional area (e.g. Crew-Ready Area, Air Cylinder Exchange, Equipment pool, and Medical Unit is co-located in staging). |
| | Determine, establish, or request needed facility services (e.g. drinking water, lightning etc.). |
| | Coordinate with Logistics Section or Systems Control Unit to maintain fresh air. |
| | Request information on what the required reserve resources levels are to be maintained in Staging from the OSC.<br>• Maintain levels and advise the OSC when reserve levels are reached. |
| | Coordinate with the RIC Group Supervisor to designate area(s) for RIC(s) to standby if located within staging. |
| | Direct crews and equipment to designated locations as requested by the OSC or Incident Commander. |
| | Maintain Unit/Activity Log (ICS Form 214). |

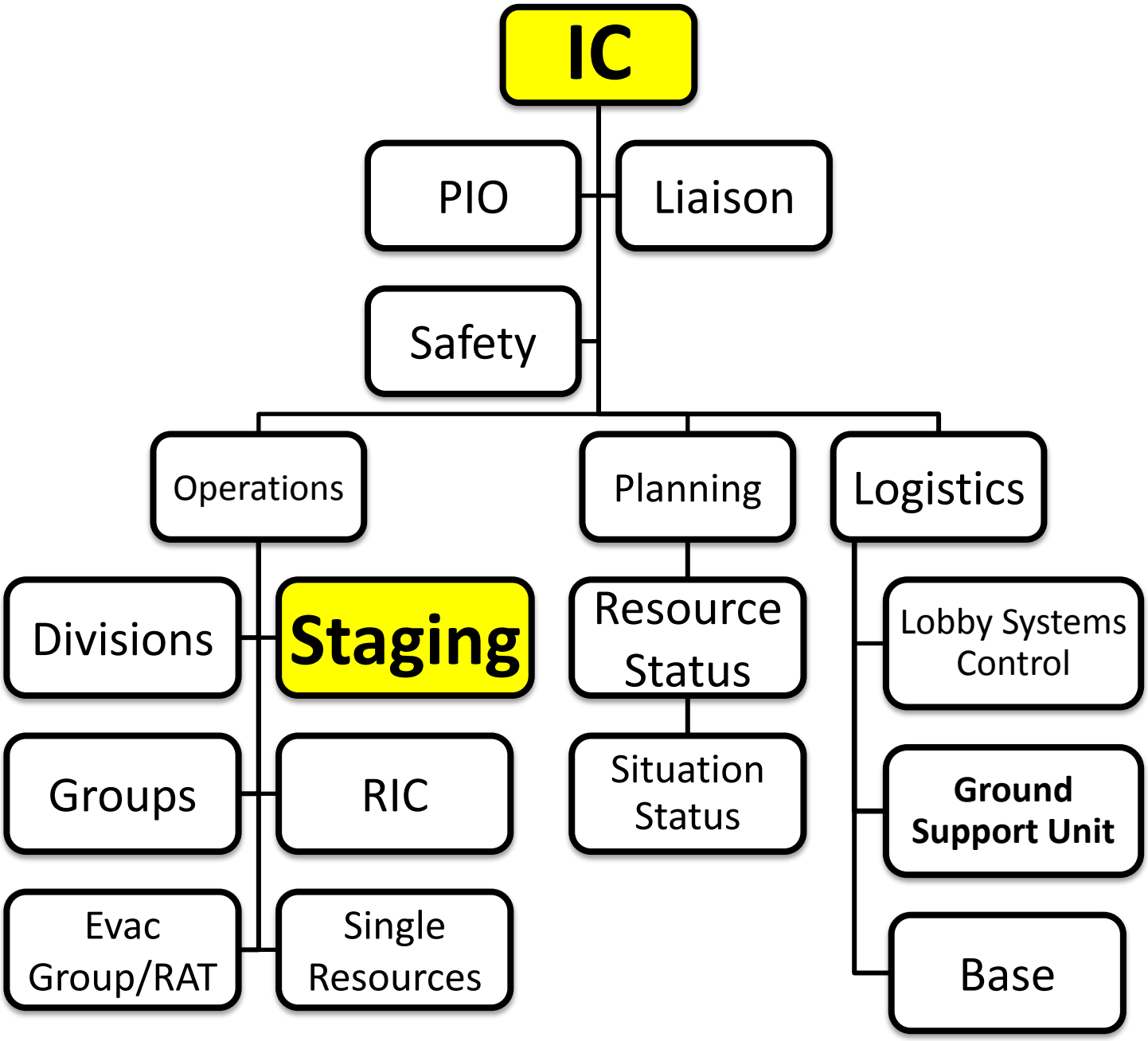
# Staging Area Manager

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## RAPID INTERVENTION GROUP SUPERVISOR POSITION CHECKLIST

| | |
|---|---|
| | Obtain situation briefing from Operations Section Chief (OSC) or Incident Commander. |
| | Donn ICS positon vest. |
| | Determine Rapid Intervention Group needs (personnel, equipment, supplies and additional support). |
| | Evaluate tactical operations in progress. |
| | Evaluate floor plans above and below emergency operations. |
| | Assign and brief RIC's based on number of stairwells and floors used for emergency operations. |
| | Verify potential victims and hazard locations and insure that RICs are prepared for possible deployment. |
| | Notify Operations Section Chief or Incident Commander when RICs are operational or deployed. |
| | Develop RIC contingency plans. |
| | Secure operations and release personnel as determined by the Demobilization Plan. |
| | Maintain Unit/Activity Log (ICS Form 214) |

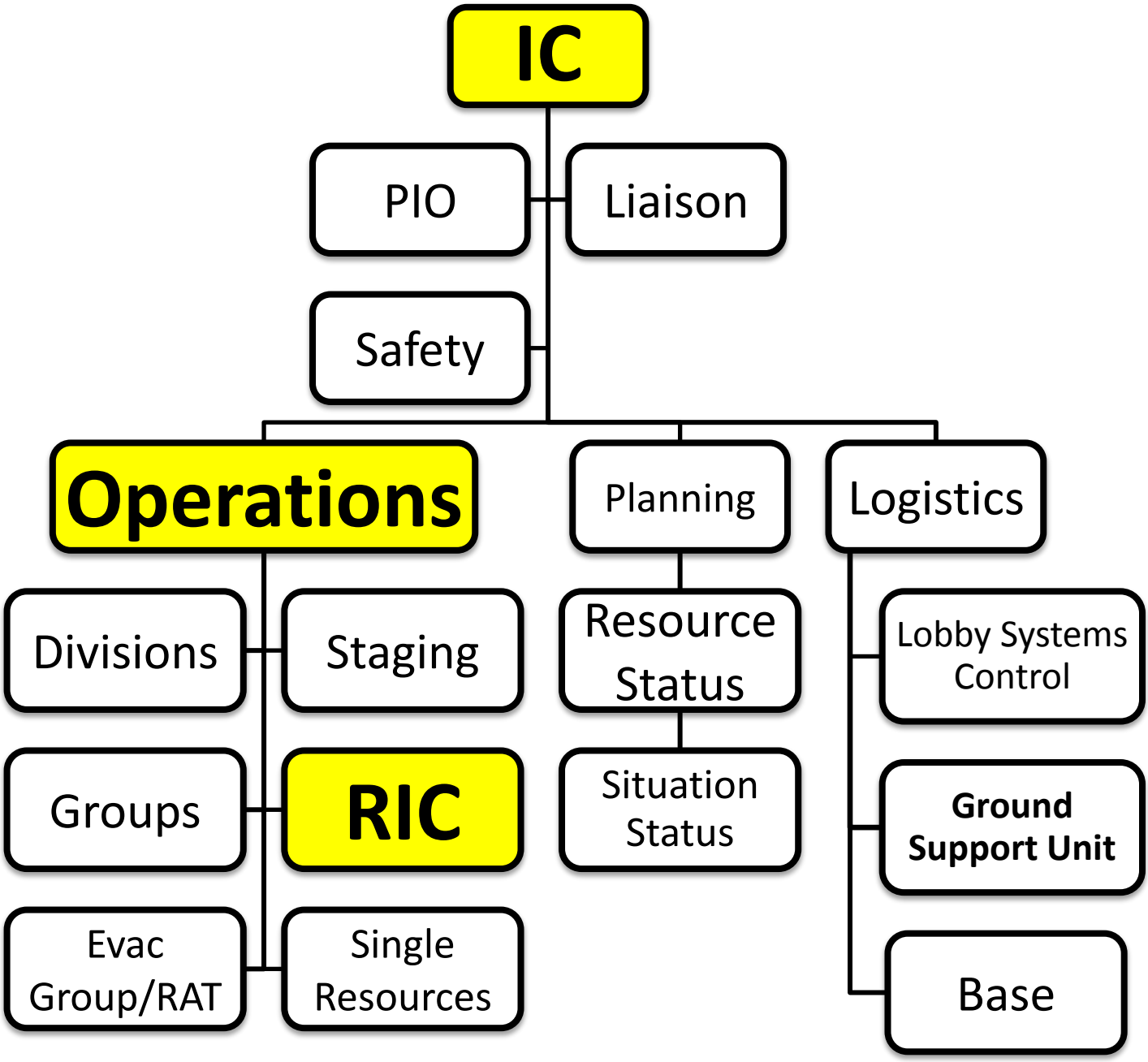
# Rapid Intervention Group Supervisor

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## EVACUATION GROUP SUPERVISOR POSITION CHECKLIST

| | |
|---|---|
| | Obtain briefing from Operations Section Chief (OSC) OR Incident Commander |
| | Donn ICS positon vest. |
| | Coordinate evacuation message with the Systems Control Unit utilizing the building's Public Address system |
| | Secure operations and release personnel as determined by the Demobilization Plan. |
| | Maintain Unit/Activity Log (ICS Form 214). |
| | Assign Rapid Ascent Team Leader (RAT) |

## RAPID ASCENT TEAM LEADER POSITION CHECKLIST

| | |
|---|---|
| | Determine needs (personnel, equipment, communications, and supplies) |
| | Evaluate evacuation in progress is to a safe location. |
| | Confirm evacuation stairwell(s) with the OSC |
| | Search for and clear stairwell(s) of occupants and casualties |
| | Asses or identify refuge area(s) |
| | Direct occupants out of stairwell(s) and relocate to refuge area(s) |
| | Ensure ventilation/pressurization of evacuation stairwell(s) and refuge areas |
| | Maintain Unit/Activity Log (ICS Form 214) |

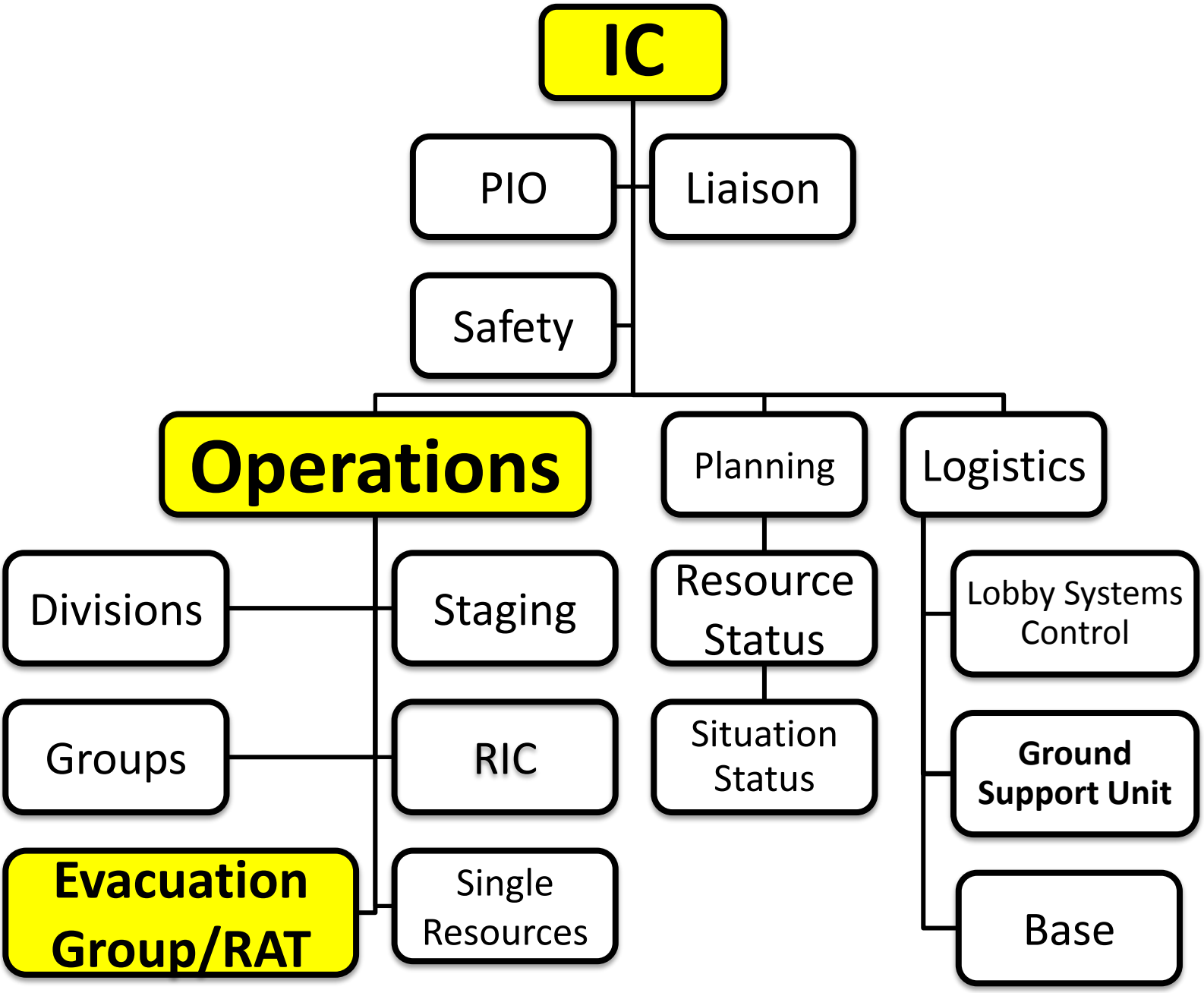
# Evacuation Group Supervisor

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## LOGISTICS SECTION CHIEF POSITION CHECKLIST

| | |
|---|---|
| | Obtain situation briefing from Incident Commander. |
| | Donn ICS position vest. |
| | Plan organization of Logistics Section. |
| | Assign work locations and preliminary work tasks to Section personnel. |
| | Notify Resources Unit of Logistics Section Units activated including names and locations of assigned personnel. |
| | Assemble and brief Branch Directors and Unit Leaders. |
| | Participate in preparation of Incident Action Plan. |
| | Establish and supervise the activities of lobby control, base, stairwell support, and water supply |
| | Coordinate with the Operations Section Chief to ensure proper flow of personnel and equipment to staging. |
| | Keep the I.C. informed as to the need for additional alarms, to maintain a minimum reserve of personnel and equipment. |
| | Identify service and support requirements for planned and expected operations. |
| | Provide input to and review Communications Plan, Medical Plan and Traffic Plan. |
| | Coordinate and process requests for additional resources. |
| | Review Incident Action Plan and estimate Section needs for next operational period. |
| | Advise on current service and support capabilities. |
| | Prepare service and support elements of the Incident Action Plan. |
| | Receive Demobilization Plan from Planning Section. |
| | Recommend release of unit resources in conformity with Demobilization Plan. |
| | Ensure general welfare and safety of Logistics Section personnel. |
| | Maintain unit/activity log (ICS Form 214) |

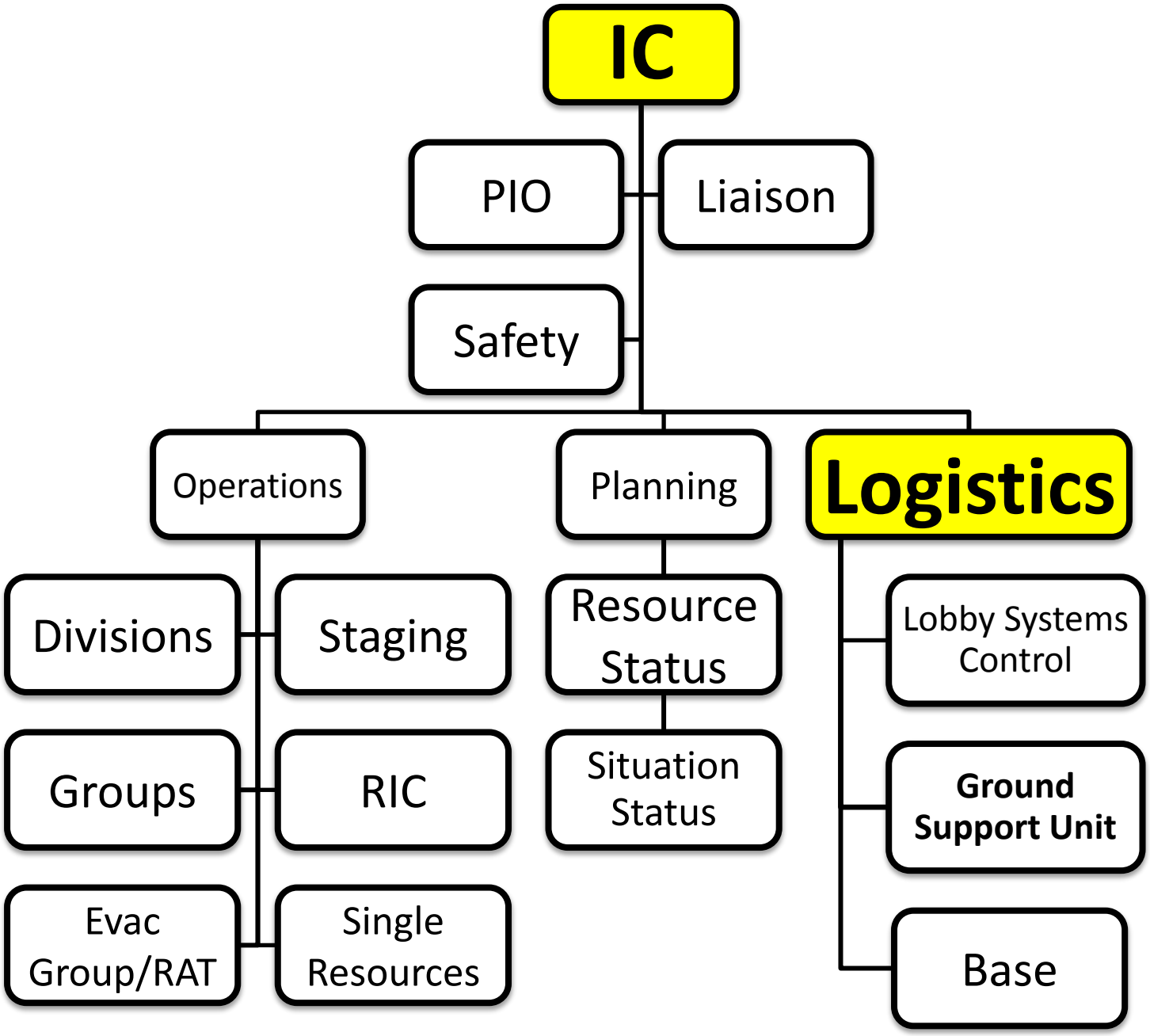
# Logistics Section Chief

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## PLANNING SECTION CHIEF POSITION CHECKLIST

| | |
|---|---|
| | Obtain situation briefing from Incident Commander. |
| | Donn ICS position vest. |
| | Develop the operations portion of the Incident Action Plan and complete the appropriate. |
| | ICS Form 215 (A/R) as appropriate |
| | Brief and assign Operations Section personnel in accordance with Incident Action Plan. |
| | Supervise Operations Section ensuring safety and welfare of all personnel. |
| | Determine need and request additional resources. |
| | Review suggested list of resources to be released and initiate recommendation for release of resources. |
| | Assemble and disassemble Strike Teams and Task Forces assigned to Operations Section. |
| | Report information about special activities, events and occurrences to Incident Commander. |
| | Maintain unit/activity log (ICS Form 214). |

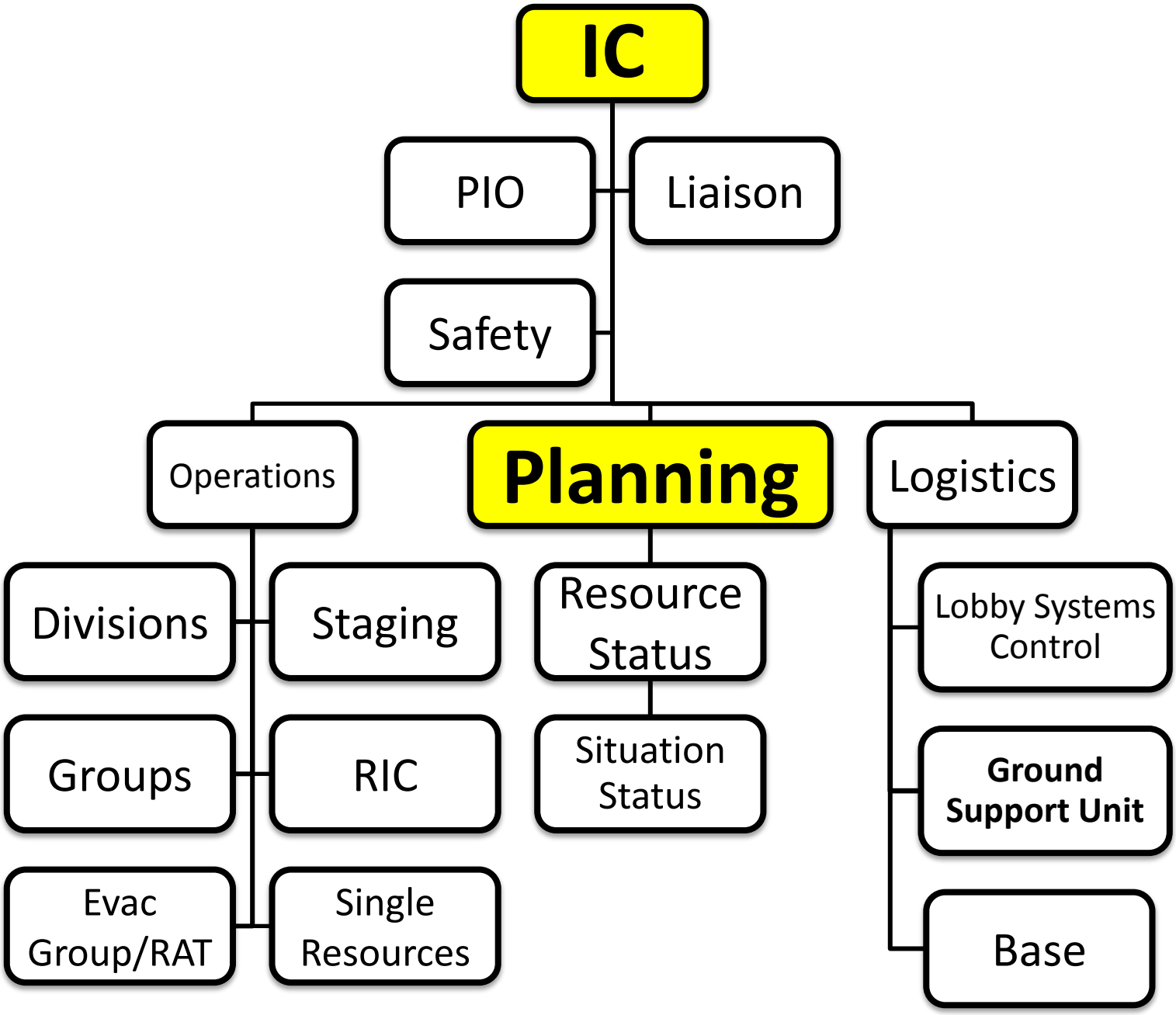
# Planning Section Chief

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## PUBLIC INFORMATION OFFICER POSITION CHECKLIST

| | |
|---|---|
| | Determine from the Incident Commander if there are any limits on information release. |
| | Donn ICS position vest. |
| | Develop material for use in media briefings. |
| | Obtain Incident Commander's approval of media releases. |
| | Coordinate with Joint Information Center (JIC) if established. |
| | Inform media and conduct media briefings. |
| | Arrange for tours and other interviews or briefings that may be required. |
| | Obtain media information that may be useful to incident planning. |
| | Maintain current information summaries and or displays on the incident and provide information on status of incident to assigned personnel. |
| | Assign Assistant Public Information Officers as appropriate. |
| | Maintain unit/activity log (ICS Form 214). |

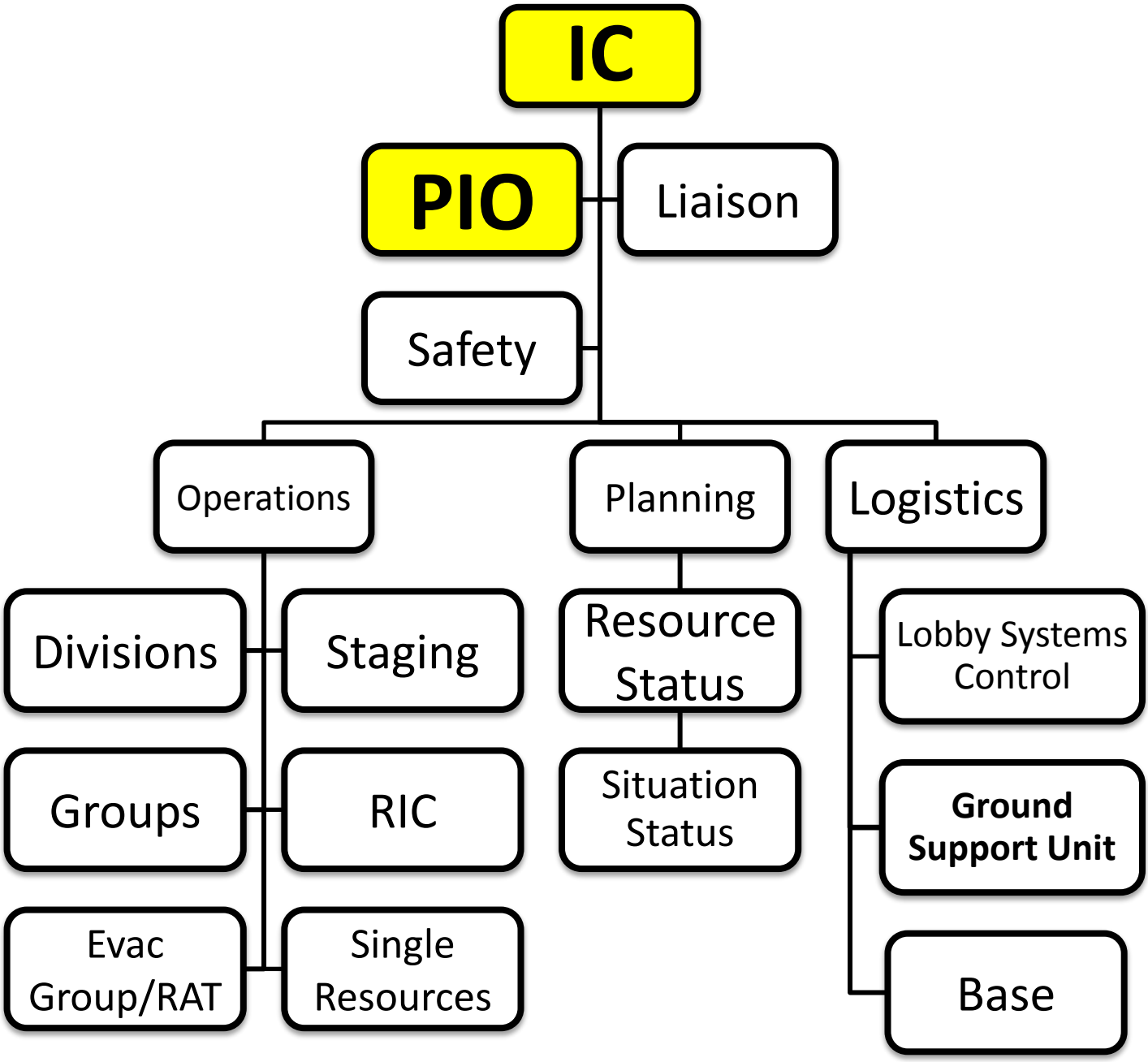
# Public Information Officer

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## LIAISON OFFICER POSITION CHECKLIST

| | |
|---|---|
| | Be a contact point for Agency Representatives. |
| | Donn ICS position vest. |
| | Maintain a list of assisting and cooperating agencies and Agency Representatives. |
| | Assist in establishing and coordinating interagency contacts. |
| | Keep agencies supporting the incident aware of incident status. |
| | Monitor incident operations to identify current or potential inter-organizational problems. |
| | Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources |
| | Assign Assistant Liaison Officer(s) as appropriate. |
| | Maintain unit/activity log (ICS Form 214). |

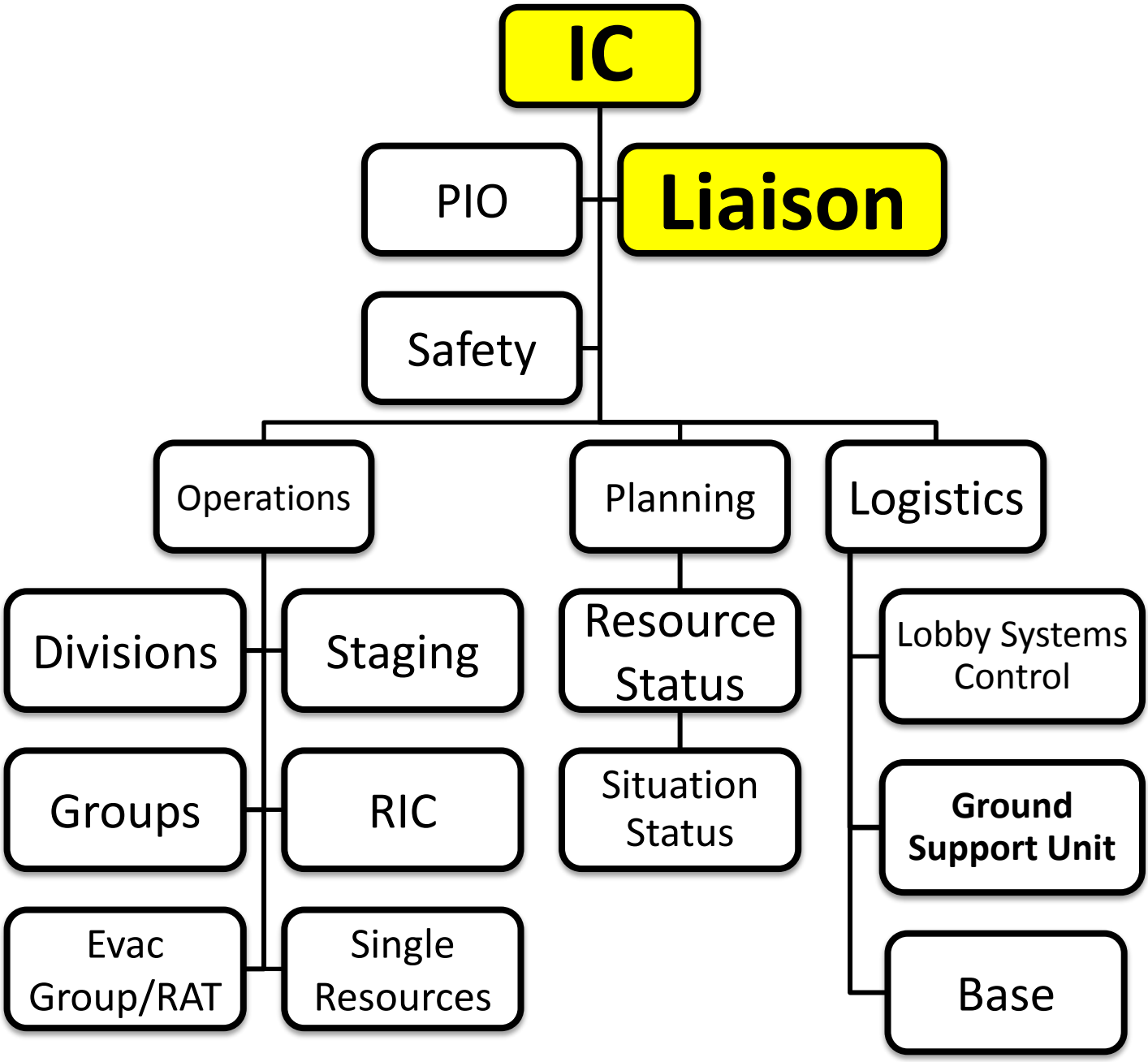
# Liaison Officer

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## HIGH-RISE INCIDENT BASE MANAGER POSITION CHECKLIST

| | |
|---|---|
| | Obtain briefing from Support Branch Director, Logistics Section Chief, or Incident Commander. |
| | Donn ICS position vest. |
| | Participate in Support Branch/Logistics Section planning activities. |
| | Determine Base needs (personnel, equipment, supplies and additional support). |
| | Evaluate layout and suitability of the selected Base location. Base should be located at least 200 feet from incident building. |
| | Make recommendations regarding relocation, if appropriate. |
| | Establish Base layout and identify functional areas to support the incident (i.e., Apparatus Parking, Crew Ready Area, Equipment Pool, Rehabilitation Area, Command Post, and Sanitation. |
| | Provide for safety, security and traffic control at Base and Command Post. |
| | Provide facility services as Base and Command Post (i.e., sanitation, lighting and clean up). |
| | Maintain accounting of resources in Base. Periodically update Logistics Section, Planning Section or Incident Command. |
| | Direct personnel and equipment to designated locations as requested. |
| | Provide an auxiliary water supply to the building, if required. |
| | Update Support Branch, Logistics Section or Incident Commander as directed. |
| | Secure operations and release personnel as determined by the Demobilization Plan. |
| | Maintain Unit/Activity Log (ICS Form 214). |

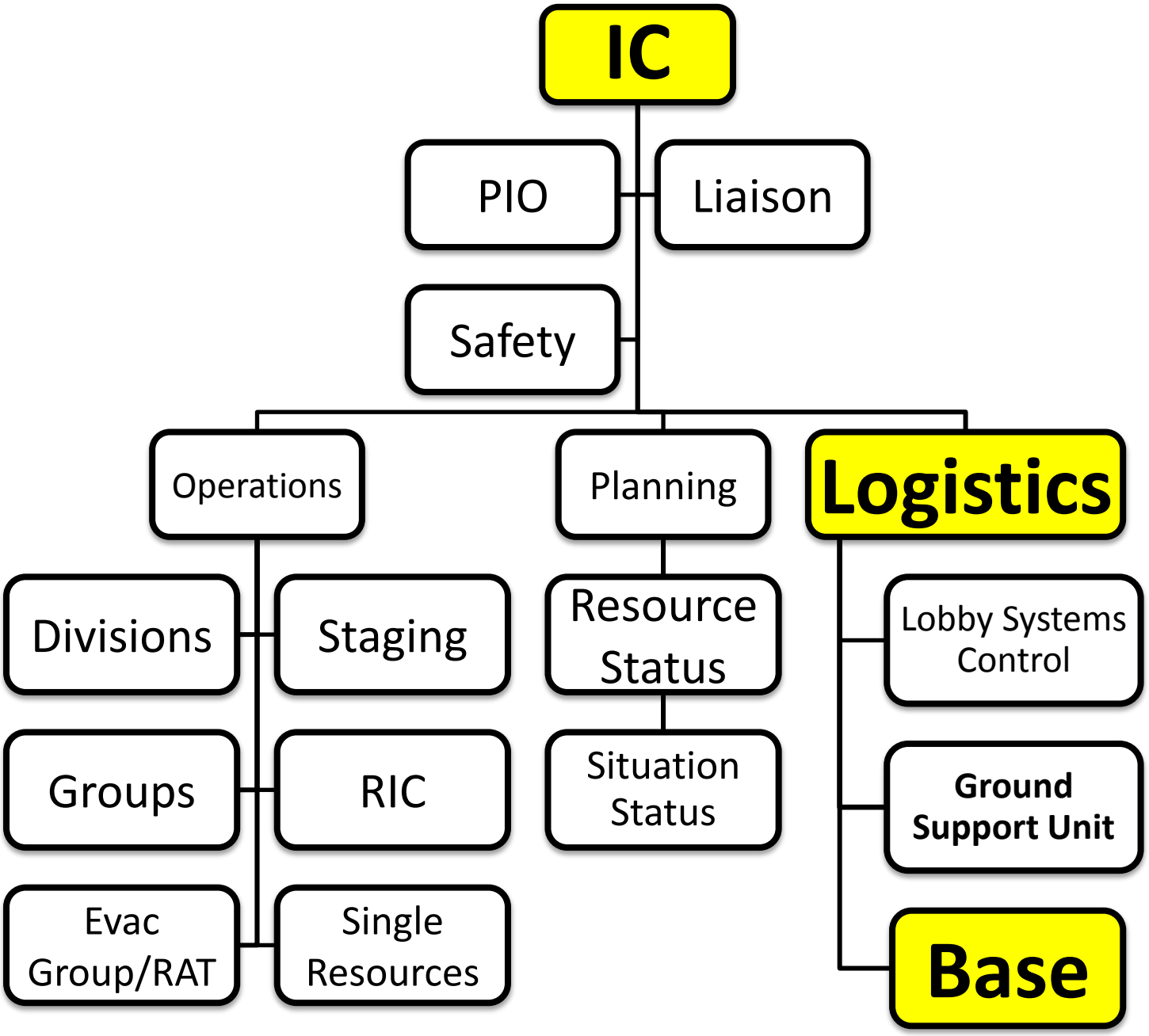
# High-Rise Incident Base Manager

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## LOBBY CONTROL UNIT LEADER POSITON CHECKLIST

| | |
|---|---|
| | Check in and obtain briefing from Support Branch Director, Logistics Section Chief or Incident Commander. |
| | Donn ICS position vest. |
| | Make entry, assess situation, and establish Lobby Control position. |
| | Request needed resources. |
| | Obtain building access keys. |
| | Establish entry/exit control at all building access points. |
| | Maintain accountability for personnel entering/exiting the building. |
| | Assure personnel are directed to the appropriate stairways/elevator for assignment. |
| | Control the elevators and provide operators if approved for use by the Incident Commander. |
| | Provide briefings and information to Support Branch/Logistics Section or the Incident Commander. |
| | Perform the functions of the Systems Control Unit when directed by the Incident Commander or agency policy. |
| | Secure operations and release personnel as determined by the Demobilization Plan. |
| | Maintain Unit/Activity Log (ICS Form 214) |

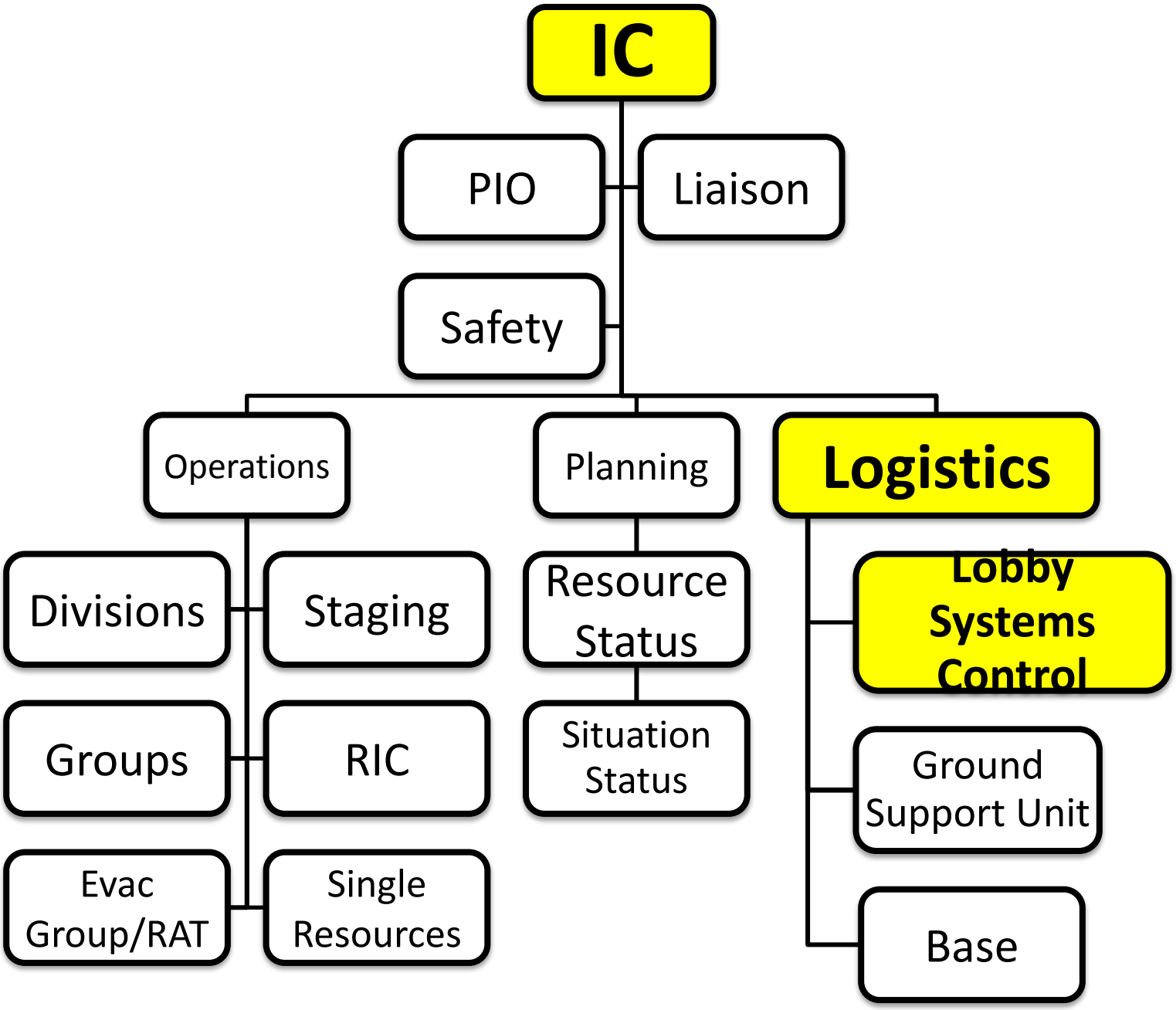
## Lobby Control Unit / Systems Control Leader

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## GROUND SUPPORT UNIT LEADER POSITION CHECKLIST

| | |
|---|---|
| | Obtain briefing from Support Branch Director, Logistics Section Chief, or Incident Commander. |
| | Donn ICS position vest. |
| | Participate in Support Branch/Logistics Section planning activities. |
| | Identify, establish, and implement safe movement routes and exterior Safe Refuge Areas identified in the Traffic and Personnel Movement Plans. |
| | Assign personnel to transport services including stairwell, ground level, and general motor transport. |
| | Assign personnel to fueling and support of apparatus and portable power equipment and emergency power systems as appropriate. |
| | Assign personnel to SCBA air cylinder refilling and support. |
| | Maintain inventory of support and transportation vehicles and fuel supplies. |
| | Update Support Branch, Logistics Section, or Incident Commander as directed. |
| | Secure operations and release personnel as determined by the Demobilization Plan. |
| | Maintain unit/activity log (ICS Form 214). |

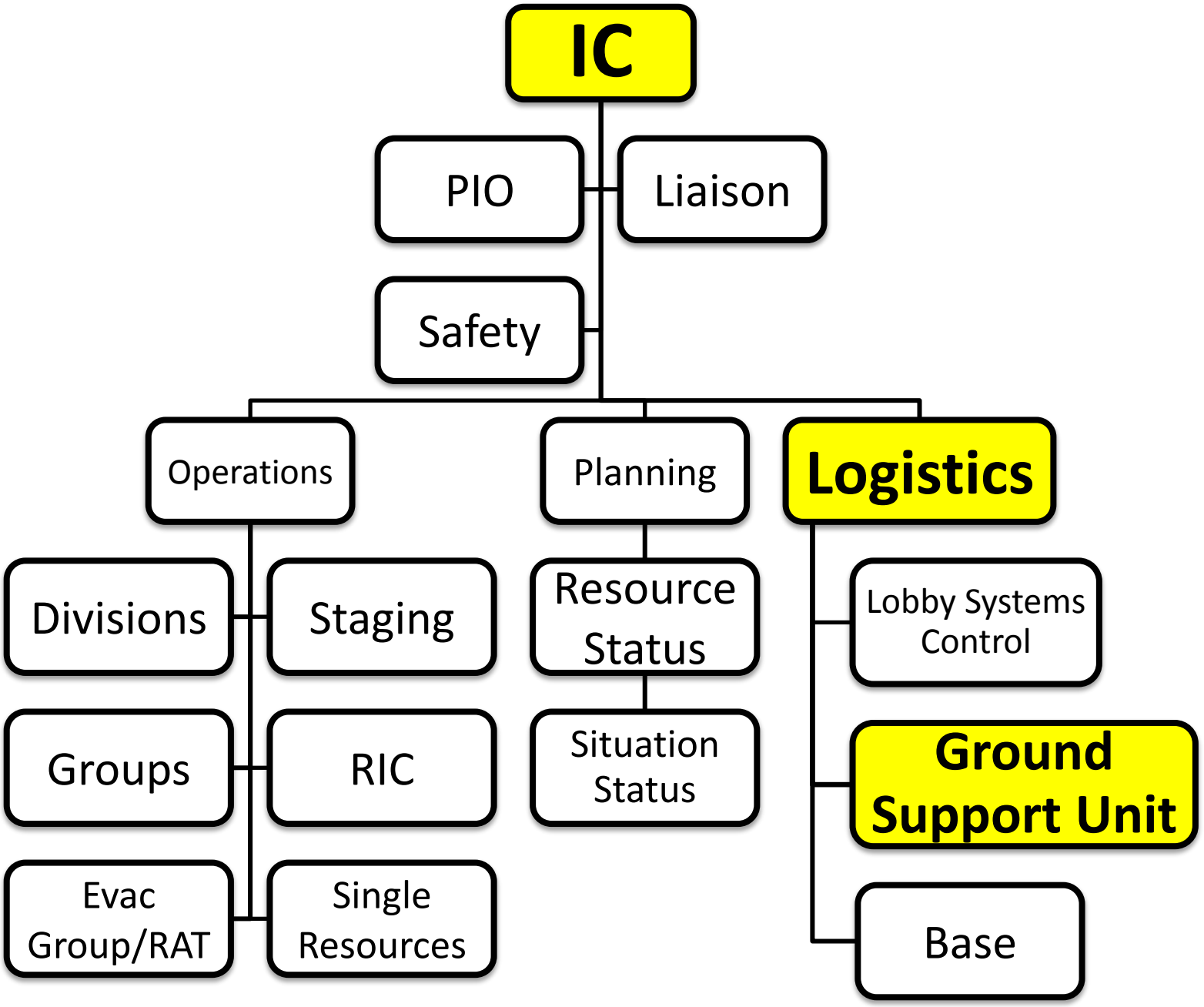
# Ground Support Unit Leader

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## DIVISION/GROUP SUPERVISOR CHECKLIST

| | |
|---|---|
| | Implement Incident Action Plan for Division or Group |
| | Donn ICS position vest if available/applicable. |
| | Provide Incident Action Plan to Strike Team Leaders, when available. |
| | Identify increments assigned to the Division or Group. |
| | Review assignments and incident activities with subordinates and assign tasks. |
| | Ensure that Incident Communications and/or Resources Unit are advised of all changes in status of resources assigned to the Division or Group. |
| | Coordinate activities with adjacent Divisions or Groups. |
| | Determine need for assistance on assigned tasks. |
| | Submit situation and resources status information to Branch Directors or Operations Section Chief. |
| | Report hazardous situations, special occurrences, or significant events (e.g. accidents, sickness) to immediate supervisor. |
| | Ensure that assigned personnel and equipment get to and from assignments in a timely and orderly manner. |
| | Resolve logistics problems within the Division or Group. |
| | Participate in the development of tactical plans for next operational period. |
| | Maintain Unit/Activity Log (ICS Form 214) |

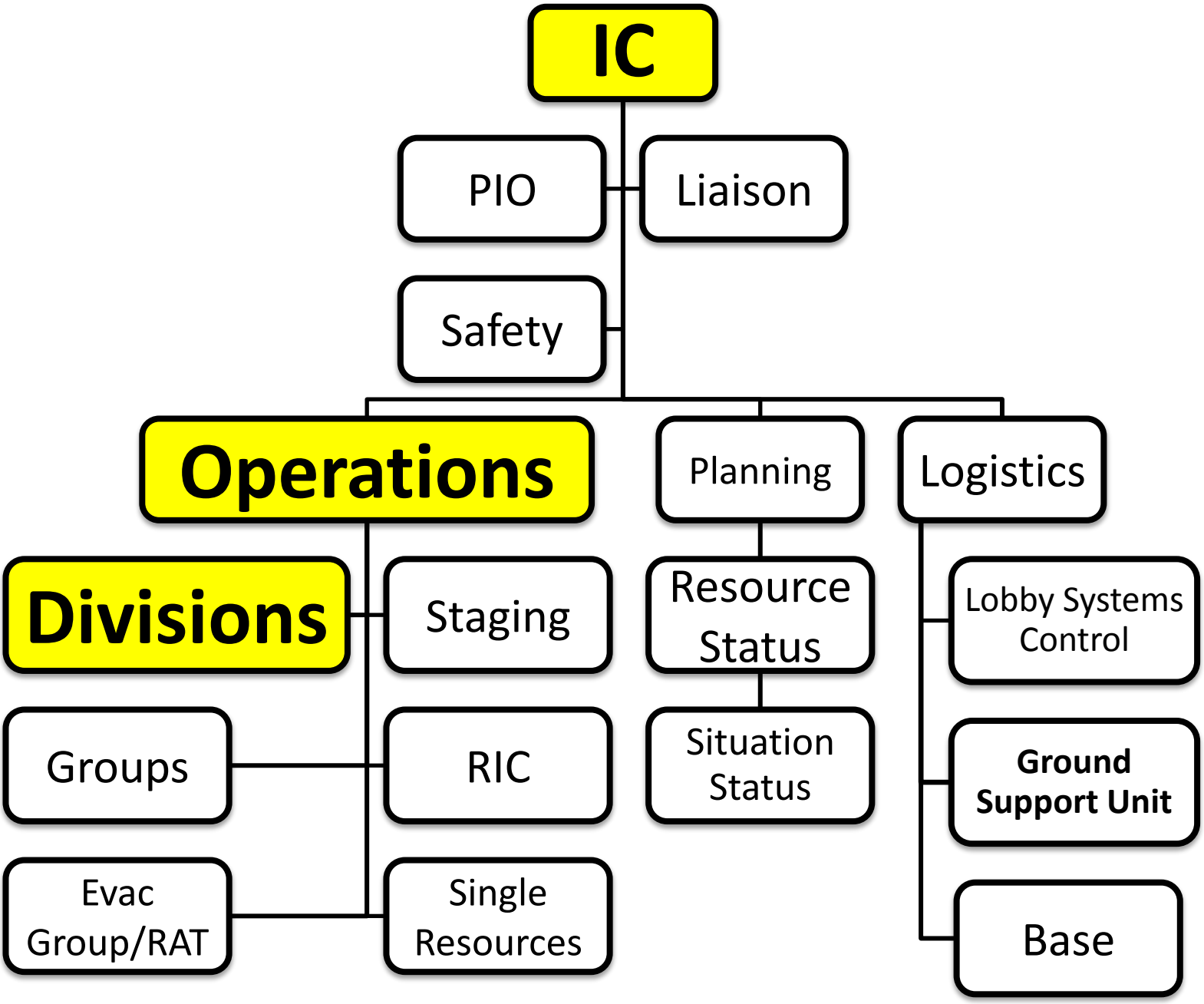
# Division / Group Supervisor

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



# ICS 214

| 1. Incident Name | 2. Operational Period (Date/Time)<br>From: To: | UNIT LOG<br>ICS 214-CG |
|---|---|---|
| 3. Unit Name/Designators | 4. Unit Leader (Name and ICS Position) | |

**5. Personnel Assigned**

| NAME | ICS POSITION | HOME BASE |
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**6. Activity Log (Continue on Reverse)**

| TIME | MAJOR EVENTS |
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**7. Prepared by:** **Date/Time:**

| 1. Incident Name | 2. Operational Period (Date/Time)<br>From: To: | UNIT LOG (CONT.)<br>ICS 214-CG |
|---|---|---|

**6. Activity Log (Continue on Reverse)**

| TIME | MAJOR EVENTS |
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**7. Prepared by:** **Date/Time:**

**UNIT LOG (ICS FORM 214 CG)**

**Purpose**. The Unit Log records details of unit activity, including strike team activity or individual activity. These logs provide the basic reference from which to extract information for inclusion in any after-action report.

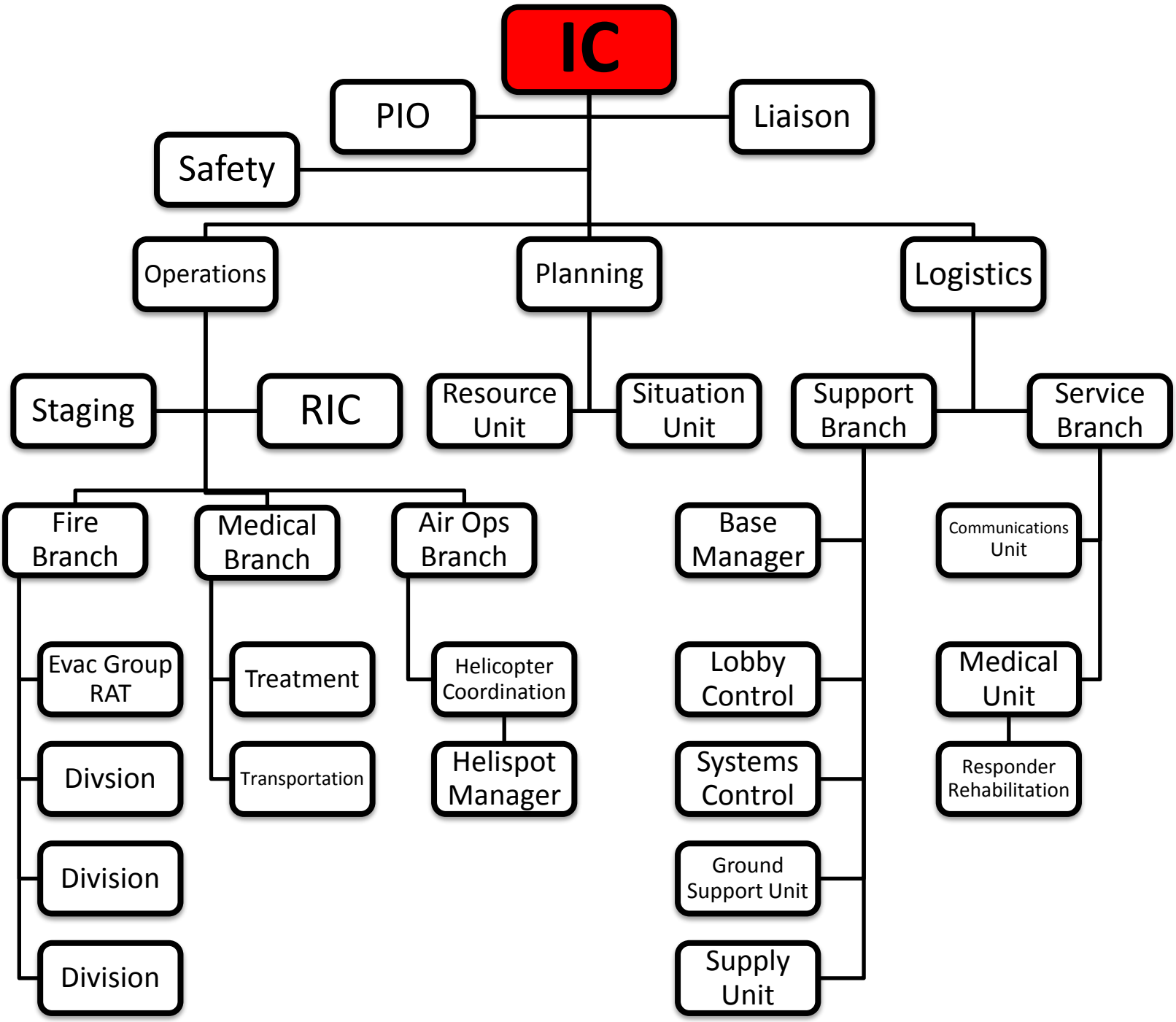
**Preparation.** A Unit Log is initiated and maintained by Command Staff members, Division/Group Supervisors Operations Groups, Strike Team/Task Force Leaders, and Unit Leaders. Completed logs are submitted to supervisors who forward them to the Documentation Unit.

**Distribution.** The Documentation Unit maintains a file of all Unit Logs. All completed origin forms MUST be given to the Documentation Unit.

| Item # | Item Title | Instructions |
|---|---|---|
| **1.** | Incident Name | Enter the name assigned to the incident |
| **2.** | Check-In Location | Enter the time interval for which the form applies. Record the start and end date and time. |
| **3.** | Unit Name/ Designators | Enter the title of the organizational unit or resource designator. (e.g. Facilities Safety Officer, Strike Team. |
| **4.** | Unit Leader | Enter the name and ICS Position of the individual in charge of the Unit. |
| **5.** | Personnel Assigned | List the name, position and home base of each member assigned to the unit during the operational period. |
| **6.** | Activity Log | Enter the time and briefly describe each significant occurrence or event (e.g. task assignments, task completions, injuries, difficulties encountered. Etc.) |
| **7.** | Prepared By | Enter name and title of the person completing the log. Provide log to immediate supervisor, at the end of each operational period. |
| **8.** | Date/Time | Enter date (month, day, year) and time prepared (24-hour clock) |

# APPENDIX F

## Expanded Incident Organizational Chart Position Checklists



# Incident Commander Position Checklist

| | |
|---|---|
| | Assess the situation and/or obtain a briefing from the prior Incident Commander |
| | Donn ICS positon vest |
| | Determine Incident Objectives and strategy |
| | Establish the immediate priorities |
| | Establish an Incident Command Post |
| | Consider the need for Unified Command |
| | Establish an appropriate organization |
| | Ensure planning meetings are scheduled as required |
| | Approve and authorize the implementation of an Incident Action Plan |
| | Ensure that adequate safety and personnel accountability measures are in place |
| | Coordinate activity for all Command and General Staff |
| | Coordinate with key people and officials |
| | Approve requests for additional resources or for the release of resources |
| | Keep agency administrator informed of incident status |
| | Approve the use of trainees, volunteers, and auxiliary personnel |
| | Authorize release of information to the news media |
| | Ensure Incident Status Summary (ICS Form 209) is completed and forwarded to appropriate higher authority. |
| | Order the demobilization of the incident when appropriate. |
| | Maintain Unit/Activity Log (ICS Form 214) |

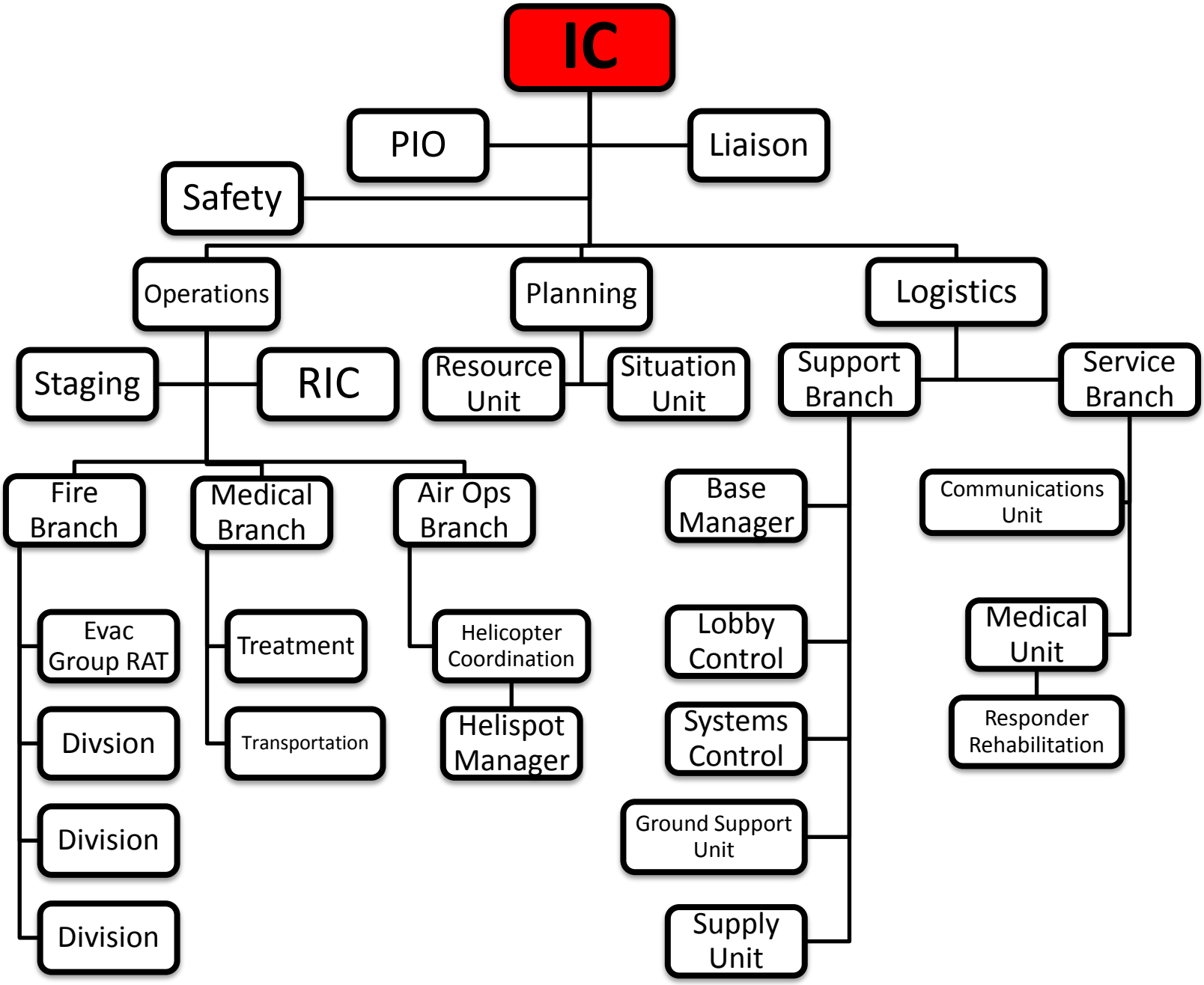
# Incident Commander

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## SAFETY OFFICER POSITION CHECKLIST

| | |
|---|---|
| | Obtain situation briefing from I.C. |
| | Donn ICS positon vest |
| | Assess situation |
| | Review the Incident Action Plan (IAP) for safety implications. |
| | Identify existing and potential hazardous situations associated with the incident |
| | Keep all personnel informed of existing and potential hazards. |
| | Assign Assistant Safety Officers as needed. |
| | Exercise emergency authority to stop or prevent unsafe acts when immediate action is needed and communicate such exercise of authority to the Incident Commander. |
| | Initiate appropriate mitigation measures, i.e., Personnel Accountability, Rapid Intervention Crew/Company, etc. |
| | Participate in planning meetings and advocate effective risk management. |
| | Develop and communicate an incident safety message as appropriate. |
| | Investigate accidents that have occurred within the incident area |
| | Maintain Unit/Activity Log (ICS Form 214) |

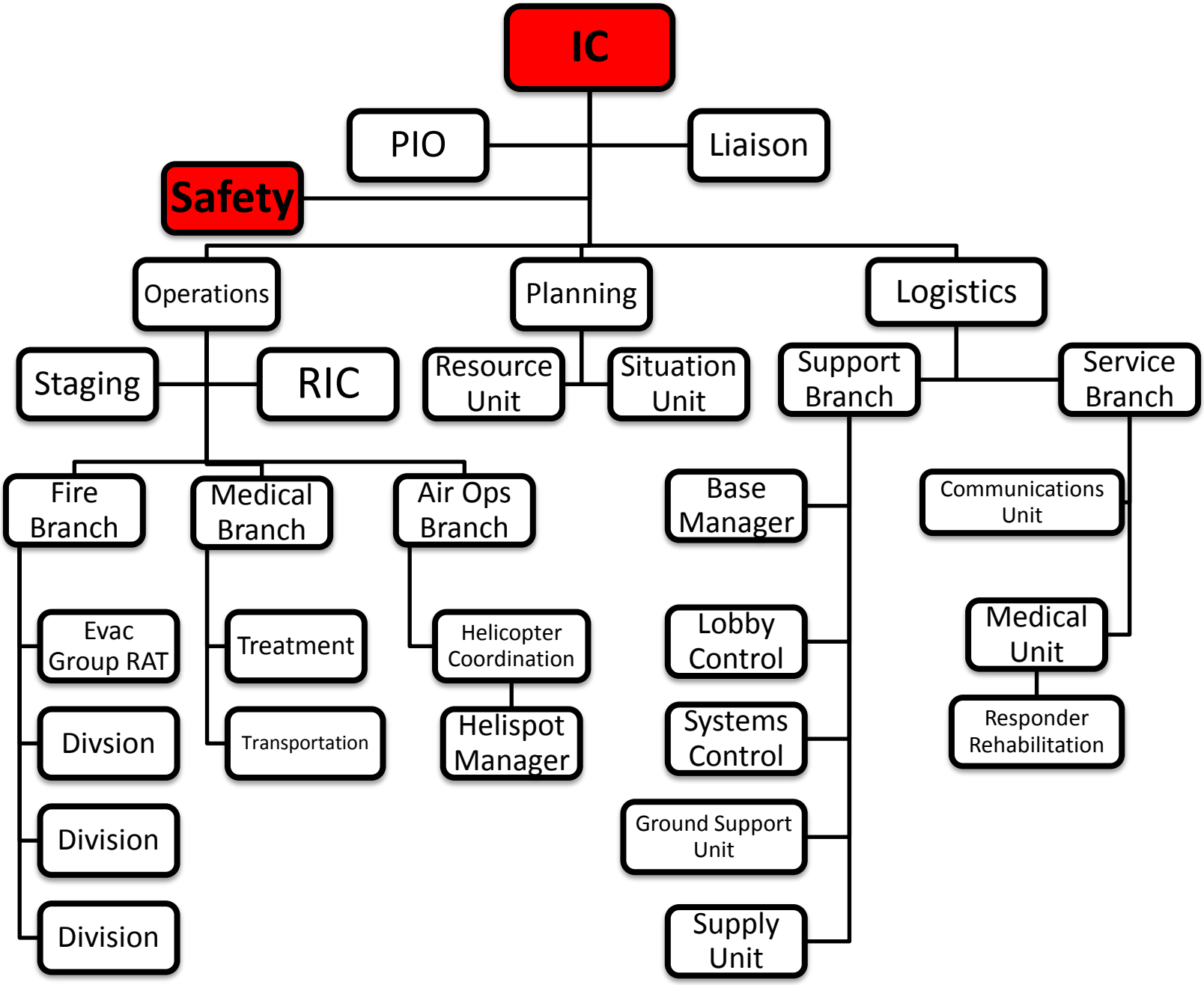
# Safety Officer

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



**Operations Section Chief Position Checklist**

| | |
|---|---|
| | Obtain situation briefing from I.C. |
| | Donn ICS positon vest. |
| | Develop the operations portion of the Incident Action Plan (IAP). |
| | Brief and assign Operations Section personnel in accordance with the IAP. |
| | Establish operational area in proximity of the fire suppression activities. |
| | Establish Divisions/Groups and assign Supervisors as needed. |
| | Establish Staging Area and assign Staging Area Manager. |
| | Ensure RIC is established. |
| | Supervise Operations Section ensuring safety of all personnel. |
| | Determine need for any additional resources and make request. |
| | Request periodic progress reports from Division Group Supervisors. |
| | Maintain Unit/Activity Log (ICS Form 214) |

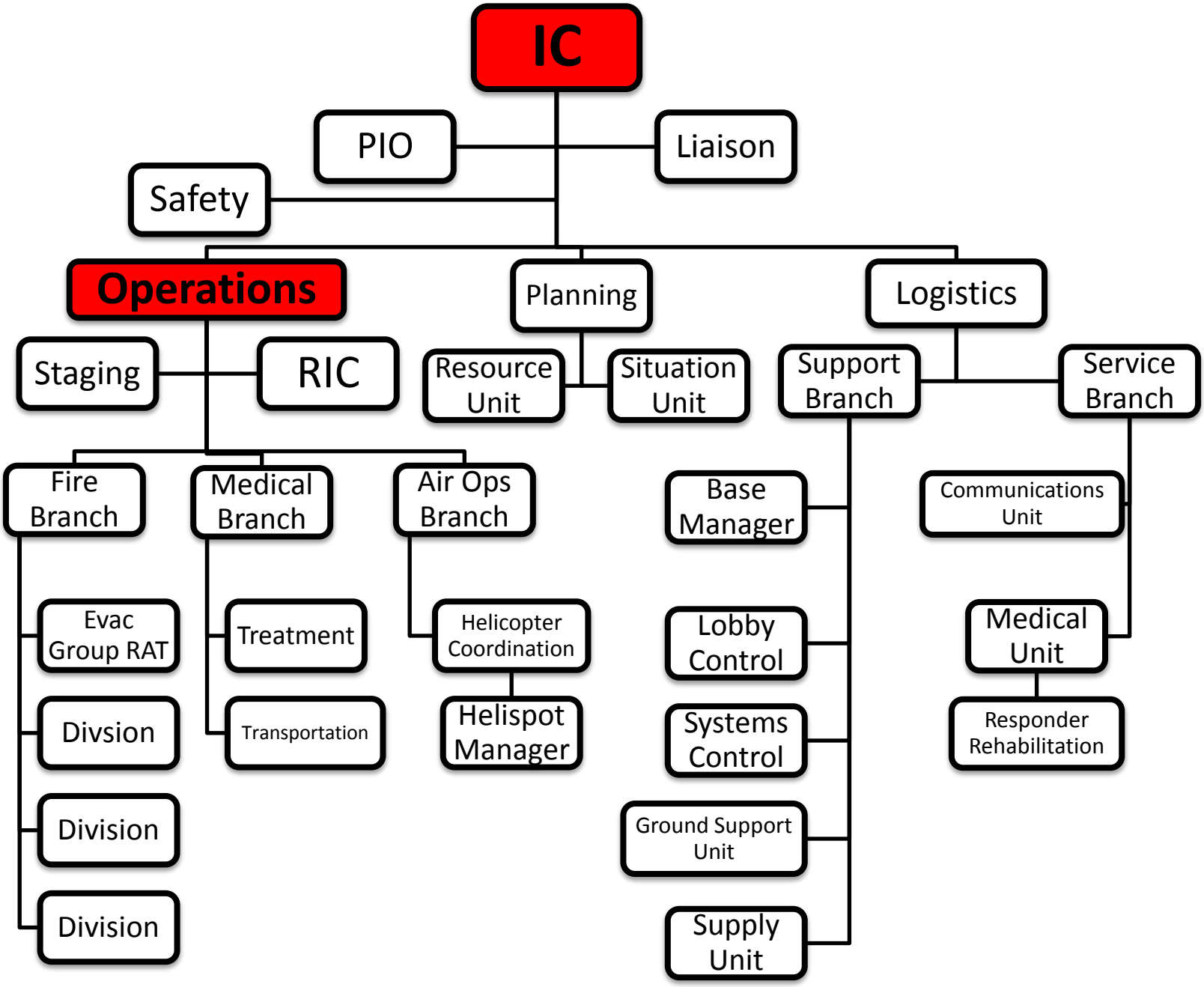
# Operations Section Chief

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## STAGING AREA MANAGER POSITION CHECKLIST

| | |
|---|---|
| | Obtain situation briefing from Operations Section Chief (OSC) or Incident Commander |
| | Donn ICS positon vest. |
| | Proceed to selected location and evaluate suitability (minimum two floors below). Announce location to OSC. |
| | Request necessary resources and personnel to handle Staging functions. |
| | Establish check-in function. |
| | Maintain a personnel accountability system for arriving and departing crews. |
| | Establish Staging Area layout and identify/post each functional area (e.g. Crew-Ready Area, Air Cylinder Exchange, Equipment Pool, and Medical Unit if co-located within Staging). |
| | Determine, establish, or request needed facility services (e.g. drinking water, lighting, etc.). |
| | Coordinate with Logistics Section or Systems Control Unit to maintain fresh air. |
| | Request information on what the required reserve resources levels are to be maintained in Staging from the OSC.<br>• Maintain levels and advise the OSC when reserve levels are reached. |
| | Coordinate with the RIC Group Supervisor to designate area(s) for RIC(s) to standby if co-located within Staging. |
| | Direct crews and equipment to designated locations as requested by the OSC or Incident Commander. |
| | Maintain Unit/Activity Log (ICS Form 24). |

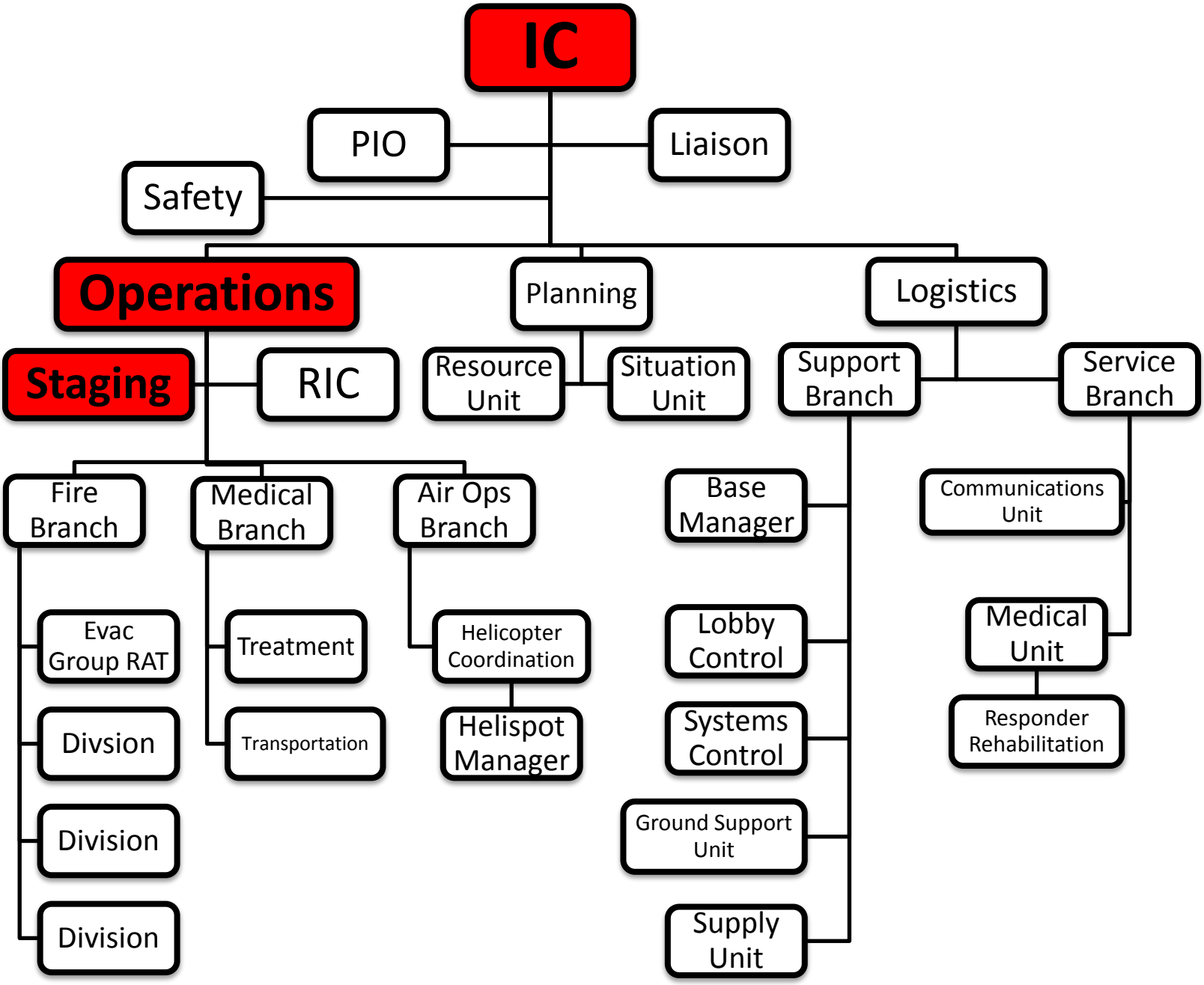
# Staging Area Manager

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## RAPID INTERVENTION GROUP SUPERVISOR POSITION CHECKLIST

| | |
|---|---|
| | Obtain situation briefing from Operations Section Chief (OSC) or Incident Commander. |
| | Donn ICS positon vest. |
| | Determine Rapid Intervention Group needs (personnel, equipment, supplies and additional support). |
| | Evaluate tactical operations in progress. |
| | Evaluate floor plans above and below emergency operations. |
| | Assign and brief RIC's based on number of stairwells and floors used for emergency operations. |
| | Verify potential victims and hazard locations and insure that RICs are prepared for possible deployment. |
| | Notify Operations Section Chief or Incident Commander when RICs are operational or deployed. |
| | Develop RIC contingency plans. |
| | Secure operations and release personnel as determined by the Demobilization Plan. |
| | Maintain Unit/Activity Log (ICS Form 214) |

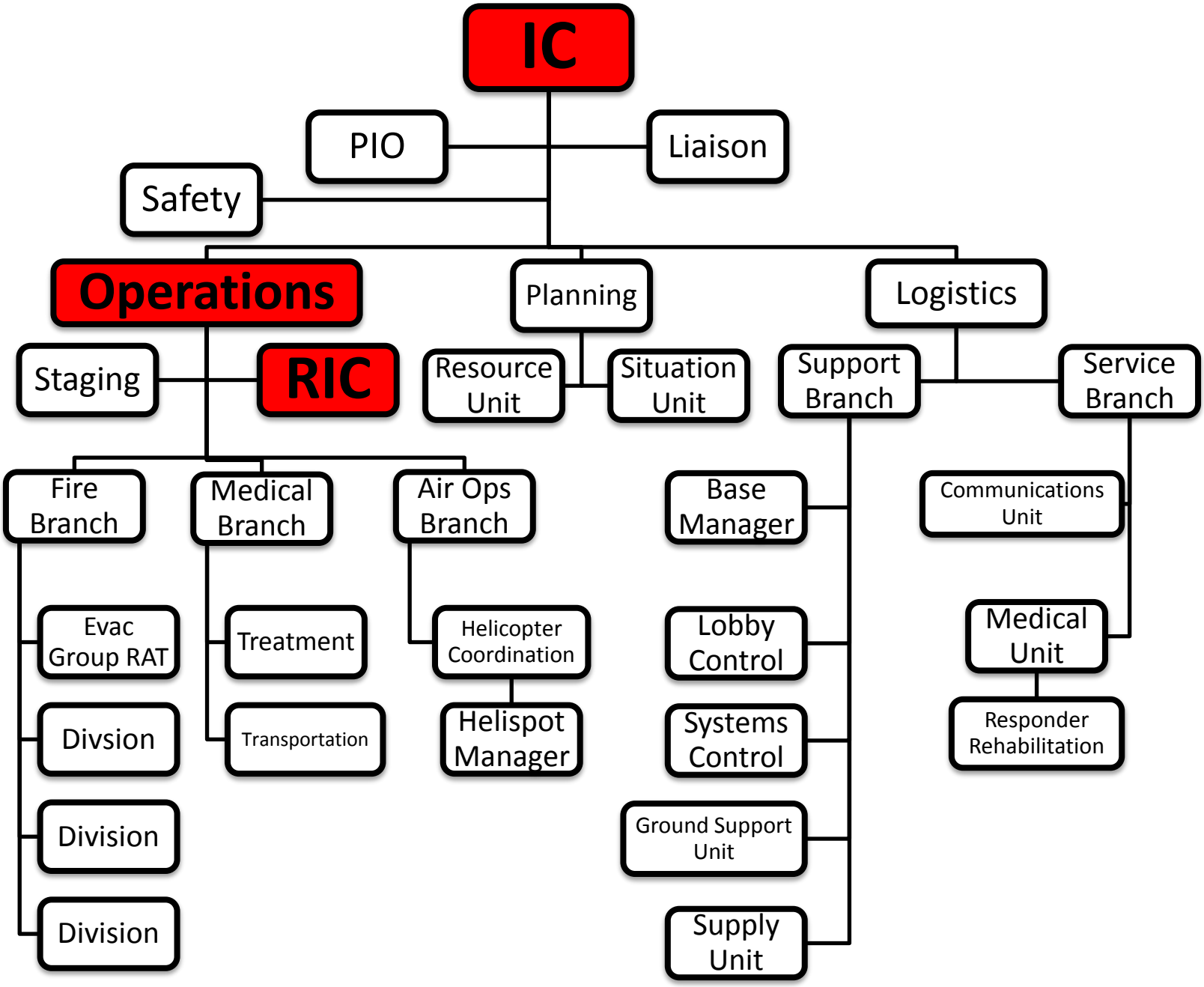
# Rapid Intervention Group Supervisor

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## EVACUATION GROUP SUPERVISOR POSITION CHECKLIST

| | |
|---|---|
| | Obtain briefing from Operations Section Chief (OSC) OR Incident Commander |
| | Donn ICS positon vest. |
| | Coordinate evacuation message with the Systems Control Unit utilizing the building's Public Address system |
| | Secure operations and release personnel as determined by the Demobilization Plan. |
| | Maintain Unit/Activity Log (ICS Form 214). |
| | Assign Rapid Ascent Team Leader (RAT) |

## RAPID ASCENT TEAM LEADER POSITION CHECKLIST

| | |
|---|---|
| | Determine needs (personnel, equipment, communications, and supplies) |
| | Evaluate evacuation in progress is to a safe location. |
| | Confirm evacuation stairwell(s) with the OSC |
| | Search for and clear stairwell(s) of occupants and casualties |
| | Asses or identify refuge area(s) |
| | Direct occupants out of stairwell(s) and relocate to refuge area(s) |
| | Ensure ventilation/pressurization of evacuation stairwell(s) and refuge areas |
| | Maintain Unit/Activity Log (ICS Form 214) |

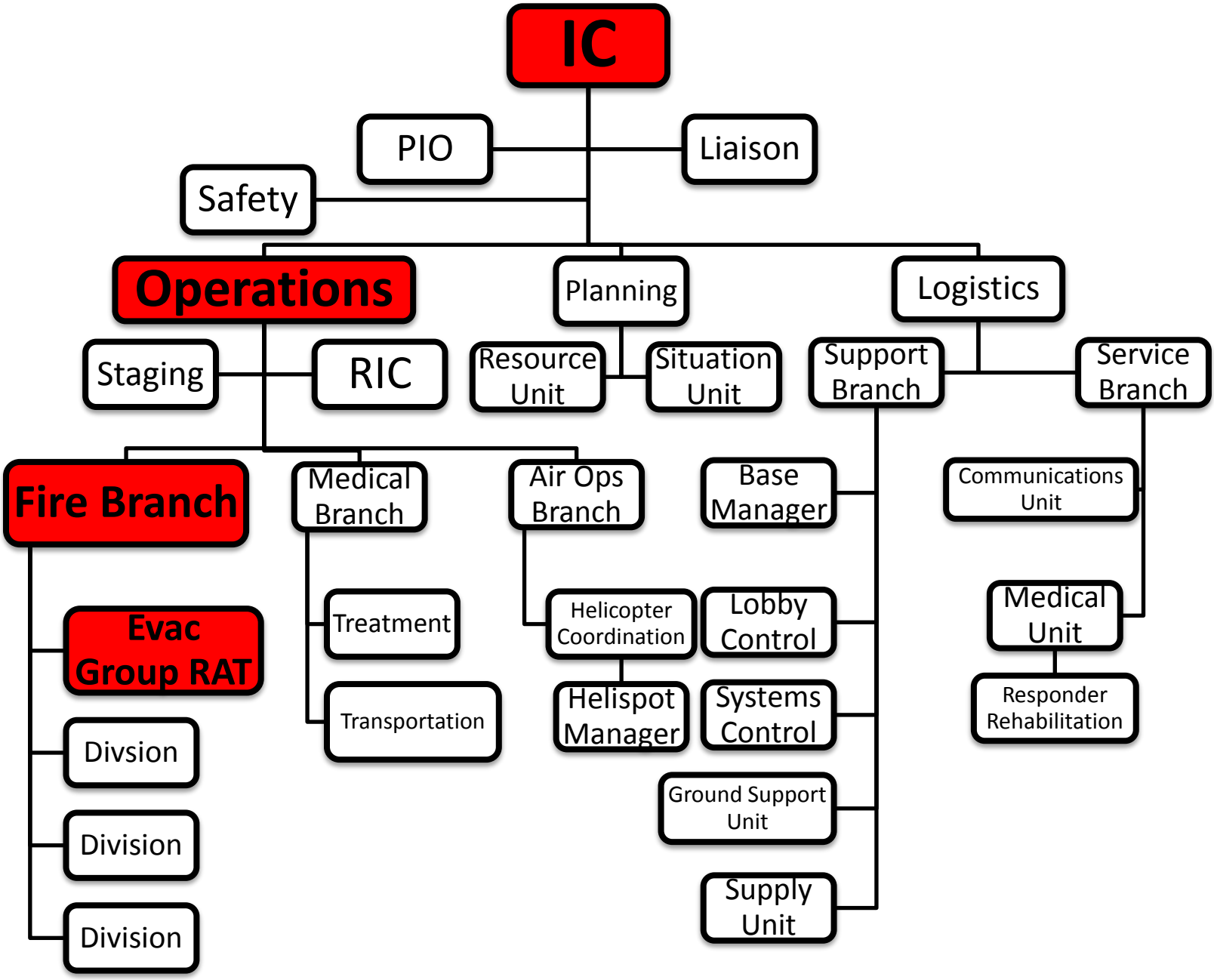
# Evacuation Group Supervisor

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## LOGISTICS SECTION CHIEF POSITION CHECKLIST

| | |
|---|---|
| | Obtain situation briefing from Incident Commander. |
| | Donn ICS position vest. |
| | Plan organization of Logistics Section. |
| | Assign work locations and preliminary work tasks to Section personnel. |
| | Notify Resources Unit of Logistics Section Units activated including names and locations of assigned personnel. |
| | Assemble and brief Branch Directors and Unit Leaders. |
| | Participate in preparation of Incident Action Plan. |
| | Establish and supervise the activities of lobby control, base, stairwell support, and water supply |
| | Coordinate with the Operations Section Chief to ensure proper flow of personnel and equipment to staging. |
| | Keep the I.C. informed as to the need for additional alarms, to maintain a minimum reserve of personnel and equipment. |
| | Identify service and support requirements for planned and expected operations. |
| | Provide input to and review Communications Plan, Medical Plan and Traffic Plan. |
| | Coordinate and process requests for additional resources. |
| | Review Incident Action Plan and estimate Section needs for next operational period. |
| | Advise on current service and support capabilities. |
| | Prepare service and support elements of the Incident Action Plan. |
| | Estimate future service and support requirements. |
| | Receive Demobilization Plan from Planning Section. |
| | Recommend release of unit resources in conformity with Demobilization Plan. |
| | Ensure general welfare and safety of Logistics Section personnel. |
| | Maintain unit/activity log (ICS Form 214) |

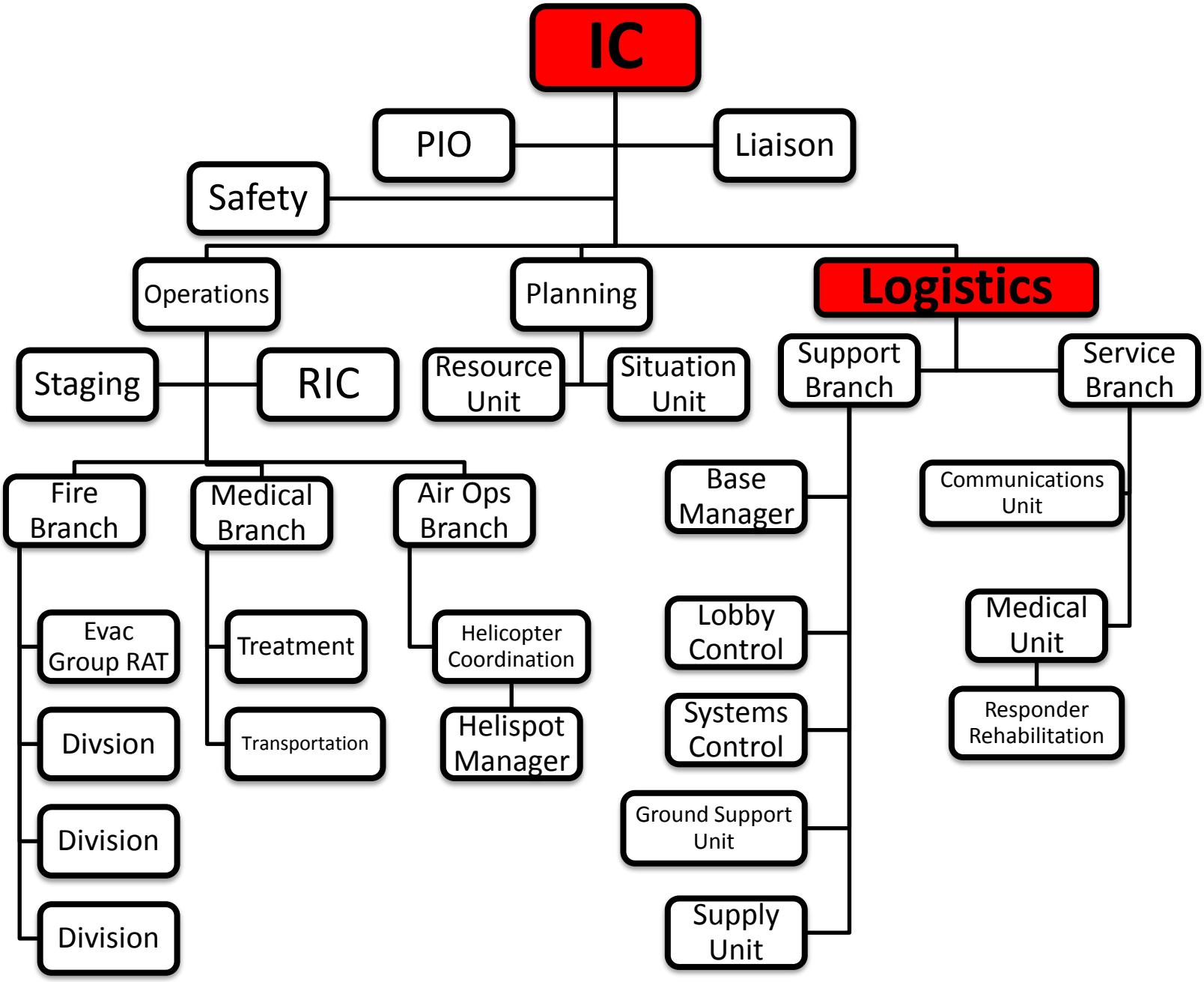
# Logistics Section Chief

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## PLANNING SECTION CHIEF POSITION CHECKLIST

| | |
|---|---|
| | Obtain situation briefing from Incident Commander. |
| | Donn ICS position vest. |
| | Develop the operations portion of the Incident Action Plan and complete the appropriate. |
| | ICS Form 215 (A/R) as appropriate |
| | Brief and assign Operations Section personnel in accordance with Incident Action Plan. |
| | Supervise Operations Section ensuring safety and welfare of all personnel. |
| | Determine need and request additional resources. |
| | Review suggested list of resources to be released and initiate recommendation for release of resources. |
| | Assemble and disassemble Strike Teams and Task Forces assigned to Operations Section. |
| | Report information about special activities, events and occurrences to Incident Commander. |
| | Maintain unit/activity log (ICS Form 214). |

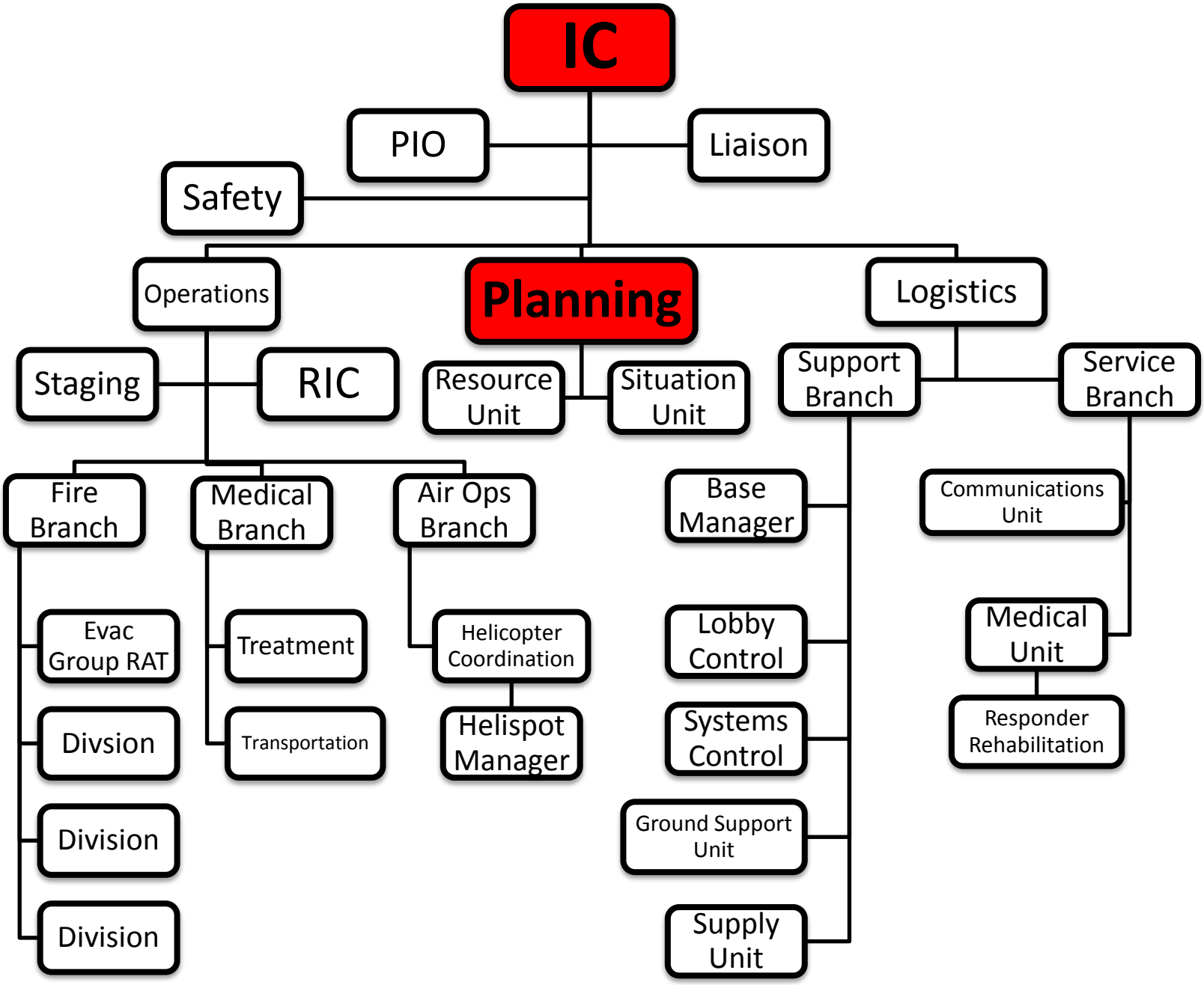
# Planning Section Chief

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## PUBLIC INFORMATION OFFICER POSITION CHECKLIST

| | |
|---|---|
| | Determine from the Incident Commander if there are any limits on information release. |
| | Donn ICS position vest. |
| | Develop material for use in media briefings. |
| | Obtain Incident Commander's approval of media releases. |
| | Coordinate with Joint Information Center (JIC) if established. |
| | Inform media and conduct media briefings. |
| | Arrange for tours and other interviews or briefings that may be required. |
| | Obtain media information that may be useful to incident planning. |
| | Maintain current information summaries and or displays on the incident and provide information on status of incident to assigned personnel. |
| | Assign Assistant Public Information Officers as appropriate. |
| | Maintain unit/activity log (ICS Form 214). |

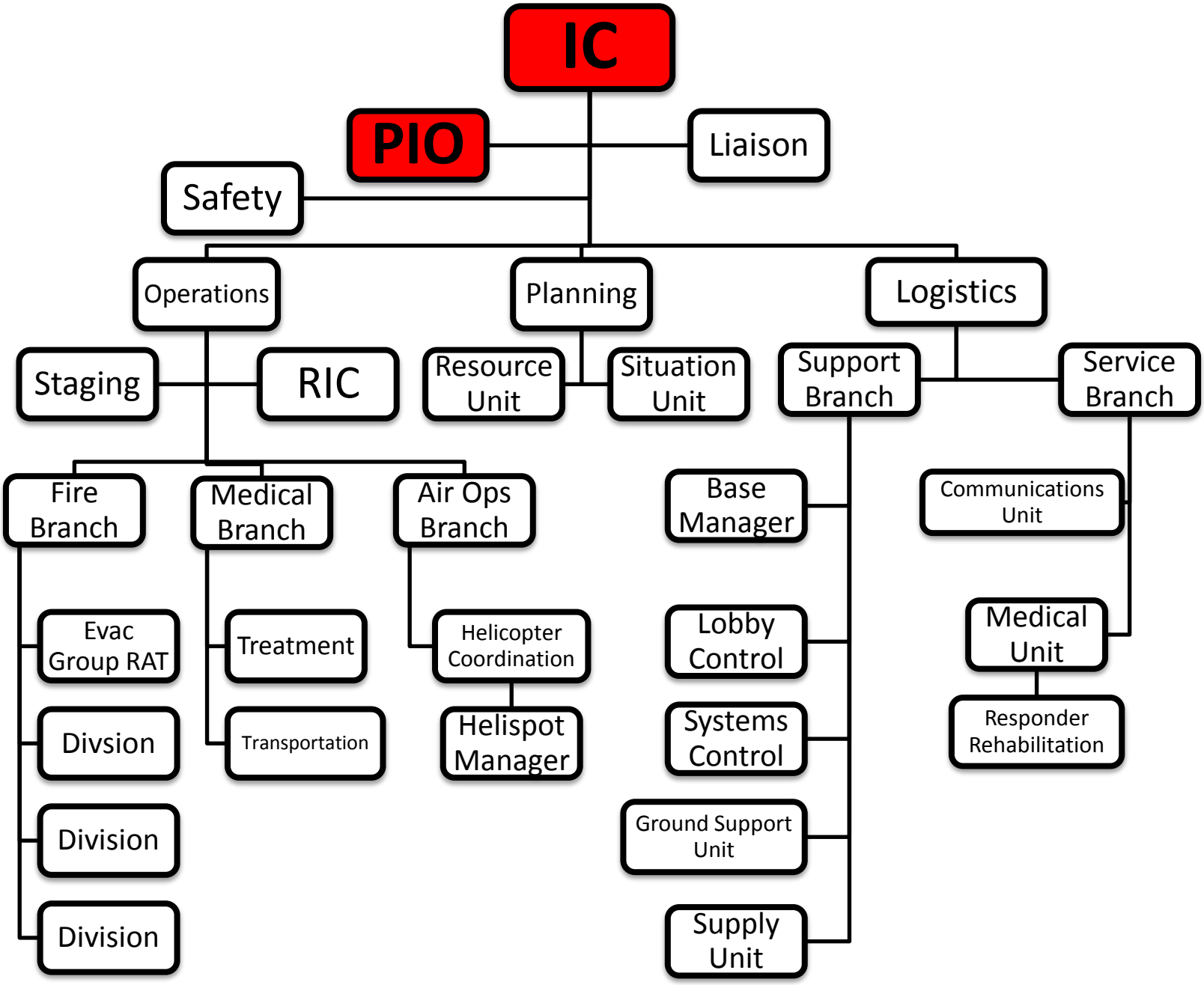
# Public Information Officer

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## LIAISON OFFICER POSITION CHECKLIST

| | |
|---|---|
| | Be a contact point for Agency Representatives. |
| | Donn ICS position vest. |
| | Maintain a list of assisting and cooperating agencies and Agency Representatives. |
| | Assist in establishing and coordinating interagency contacts. |
| | Keep agencies supporting the incident aware of incident status. |
| | Monitor incident operations to identify current or potential inter-organizational problems. |
| | Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources |
| | Assign Assistant Liaison Officer(s) as appropriate. |
| | Maintain unit/activity log (ICS Form 214). |

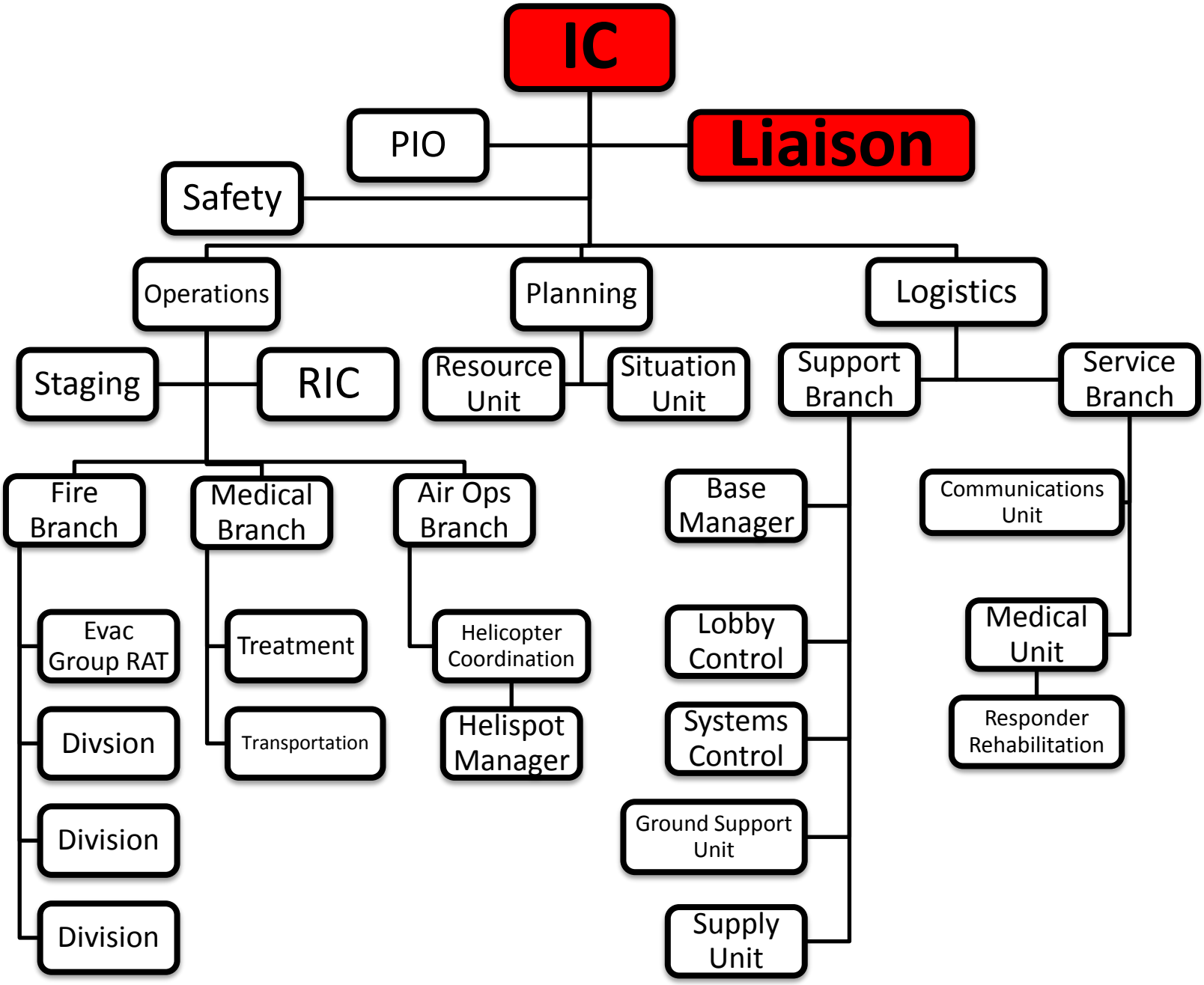
# Liaison Officer

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## HIGH-RISE INCIDENT BASE MANAGER POSITION CHECKLIST

| | |
|---|---|
| | Obtain briefing from Support Branch Director, Logistics Section Chief, or Incident Commander. |
| | Donn ICS position vest. |
| | Participate in Support Branch/Logistics Section planning activities. |
| | Determine Base needs (personnel, equipment, supplies and additional support). |
| | Evaluate layout and suitability of the selected Base location. Base should be located at least 200 feet from incident building. |
| | Make recommendations regarding relocation, if appropriate. |
| | Establish Base layout and identify functional areas to support the incident (i.e., Apparatus Parking, Crew Ready Area, Equipment Pool, Rehabilitation Area, Command Post, and Sanitation. |
| | Provide for safety, security and traffic control at Base and Command Post. |
| | Provide facility services as Base and Command Post (i.e., sanitation, lighting and clean up). |
| | Maintain accounting of resources in Base. Periodically update Logistics Section, Planning Section or Incident Command. |
| | Direct personnel and equipment to designated locations as requested. |
| | Provide an auxiliary water supply to the building, if required. |
| | Update Support Branch, Logistics Section or Incident Commander as directed. |
| | Secure operations and release personnel as determined by the Demobilization Plan. |
| | Maintain Unit/Activity Log (ICS Form 214). |

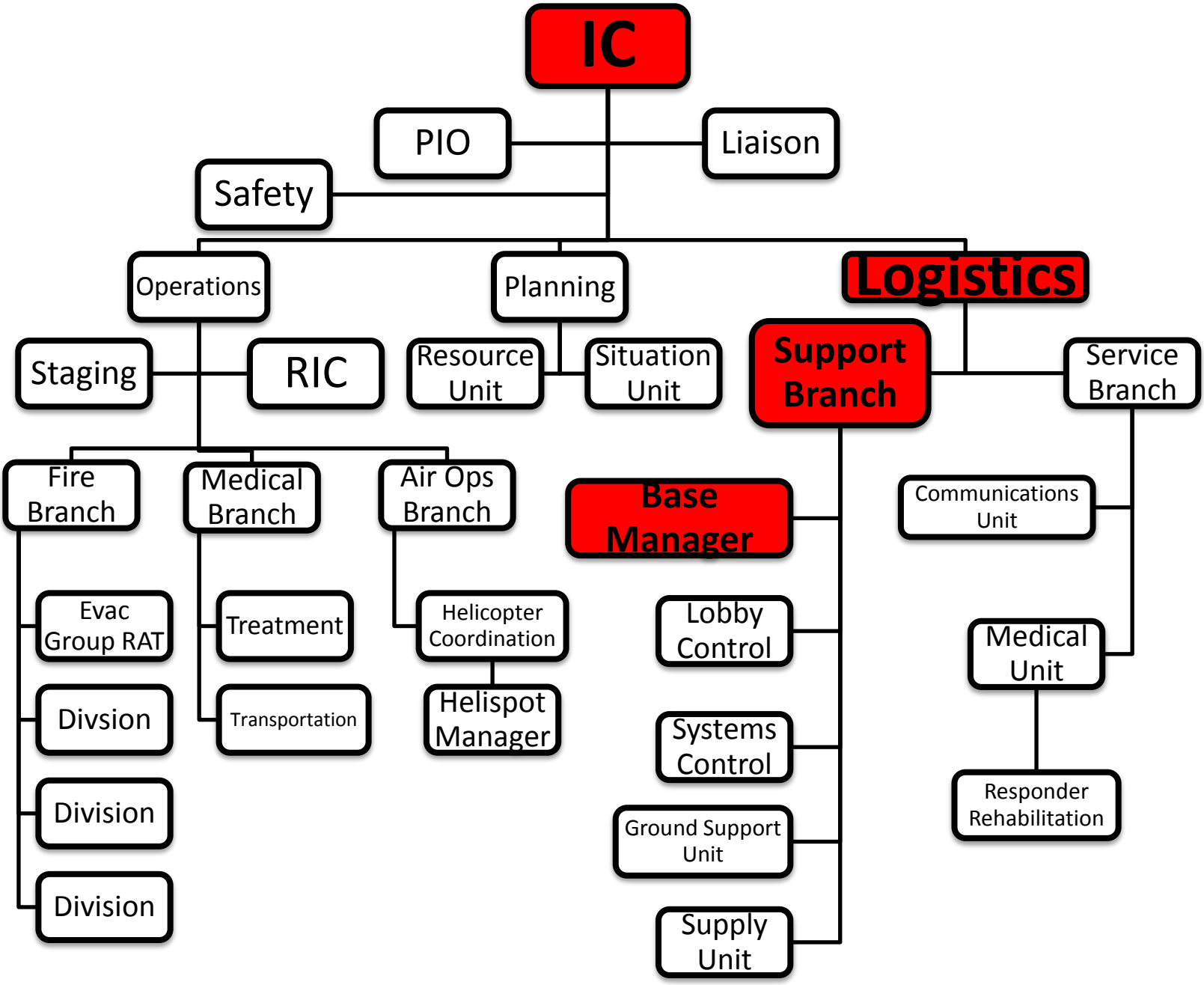
# High-Rise Incident Base Manager

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## LOBBY CONTROL UNIT LEADER POSITON CHECKLIST

| | |
|---|---|
| | Check in and obtain briefing from Support Branch Director, Logistics Section Chief or Incident Commander. |
| | Donn ICS position vest. |
| | Make entry, assess situation, and establish Lobby Control position. |
| | Request needed resources. |
| | Obtain building access keys. |
| | Establish entry/exit control at all building access points. |
| | Maintain accountability for personnel entering/exiting the building. |
| | Assure personnel are directed to the appropriate stairways/elevator for assignment. |
| | Control the elevators and provide operators if approved for use by the Incident Commander. |
| | Provide briefings and information to Support Branch/Logistics Section or the Incident Commander. |
| | Perform the functions of the Systems Control Unit when directed by the Incident Commander or agency policy. |
| | Secure operations and release personnel as determined by the Demobilization Plan. |
| | Maintain Unit/Activity Log (ICS Form 214) |

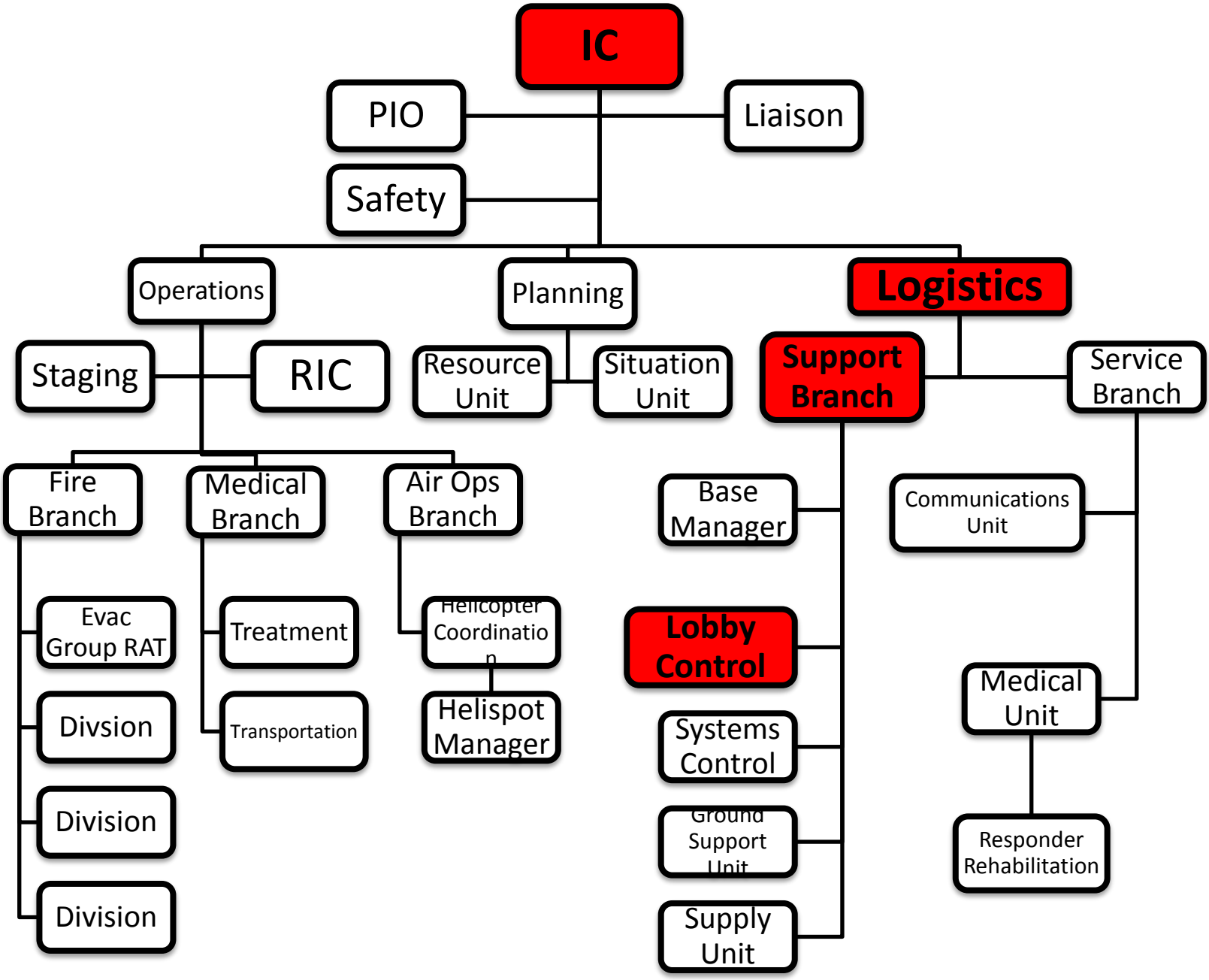
# Lobby Control Unit Leader

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## SYSTEMS CONTROL UNIT POSITION CHECKLIST

| | |
|---|---|
| | Check in and obtain briefing from the Lobby Control Unit, Support Branch Director, Logistics Section Chief or Incident Commander:<br>• Briefing must include the type and performance of built-in systems.<br>• Introductions to building's engineering staff should occur at briefing. |
| | Donn ICS position vest. |
| | Evaluate current situation and request needed personnel and resources. |
| | Establish communication with the building engineer, utility company representatives, elevator service personnel or others to coordinate the operation of selected systems. |
| | Assign personnel to monitor all building fire protection/life safety systems. |
| | Evaluate the status and operation of the building's fire and domestic water pumps and water supply (support as needed). |
| | Evaluate the operational effectiveness of the heating, ventilation, and air-conditioning system (HVAC); the smoke removal system; and stairwell protection system (support as needed). |
| | Evaluate the building's electrical system, emergency power systems, and security systems (support as needed)/ |
| | Evaluate the public address, telephone, emergency phone, and other building communications systems (support as needed). |
| | Secure operations and release personnel as determined by the Demobilization Plan. |
| | Maintain unit/activity log (ICS Form 214). |

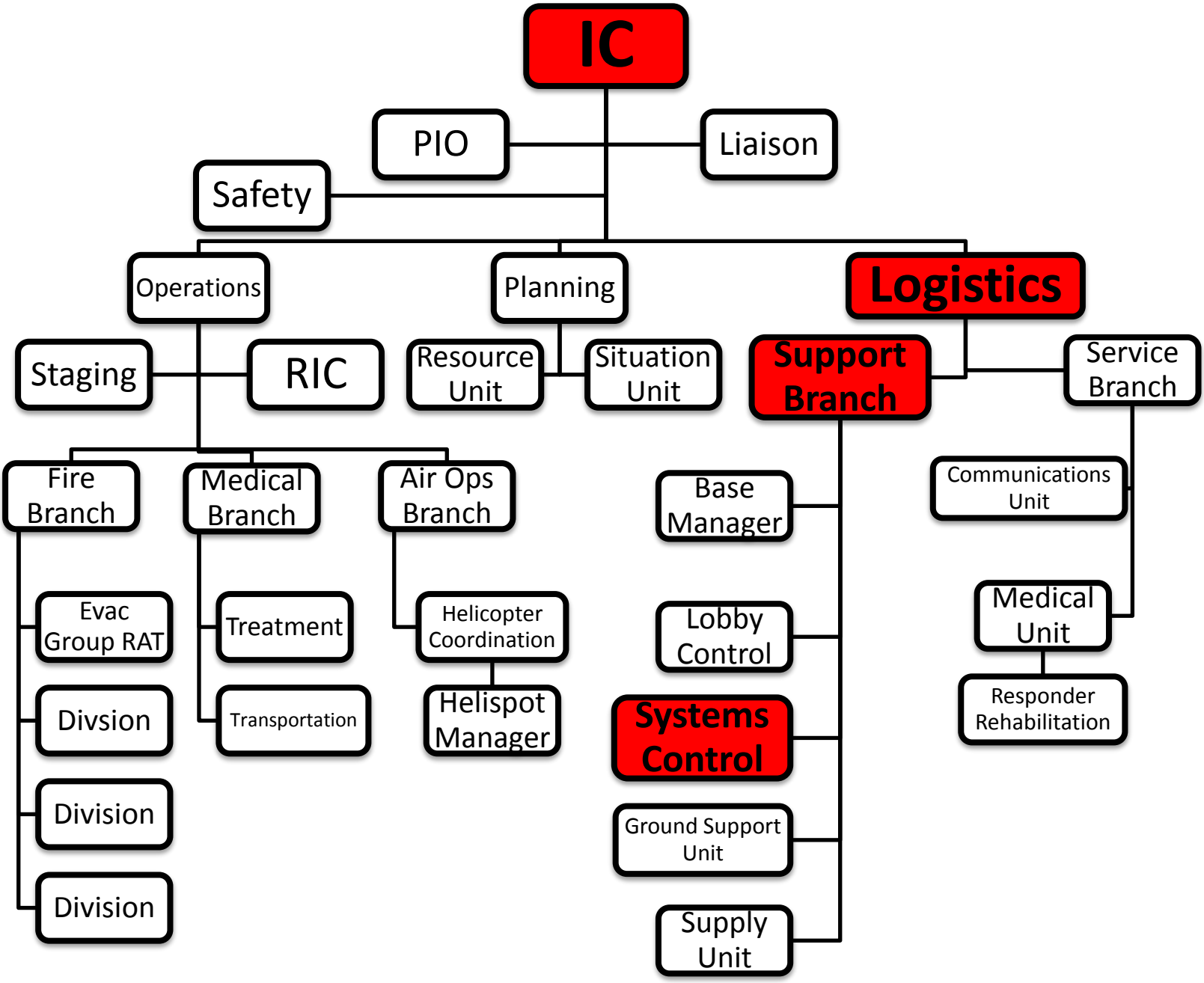
# Systems Control Unit

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## GROUND SUPPORT UNIT LEADER POSITION CHECKLIST

| | |
|---|---|
| | Obtain briefing from Support Branch Director, Logistics Section Chief, or Incident Commander. |
| | Donn ICS position vest. |
| | Participate in Support Branch/Logistics Section planning activities. |
| | Identify, establish, and implement safe movement routes and exterior Safe Refuge Areas identified in the Traffic and Personnel Movement Plans. |
| | Assign personnel to transport services including stairwell, ground level, and general motor transport. |
| | Assign personnel to fueling and support of apparatus and portable power equipment and emergency power systems as appropriate. |
| | Assign personnel to SCBA air cylinder refilling and support. |
| | Maintain inventory of support and transportation vehicles and fuel supplies. |
| | Update Support Branch, Logistics Section, or Incident Commander as directed. |
| | Secure operations and release personnel as determined by the Demobilization Plan. |
| | Maintain unit/activity log (ICS Form 214). |

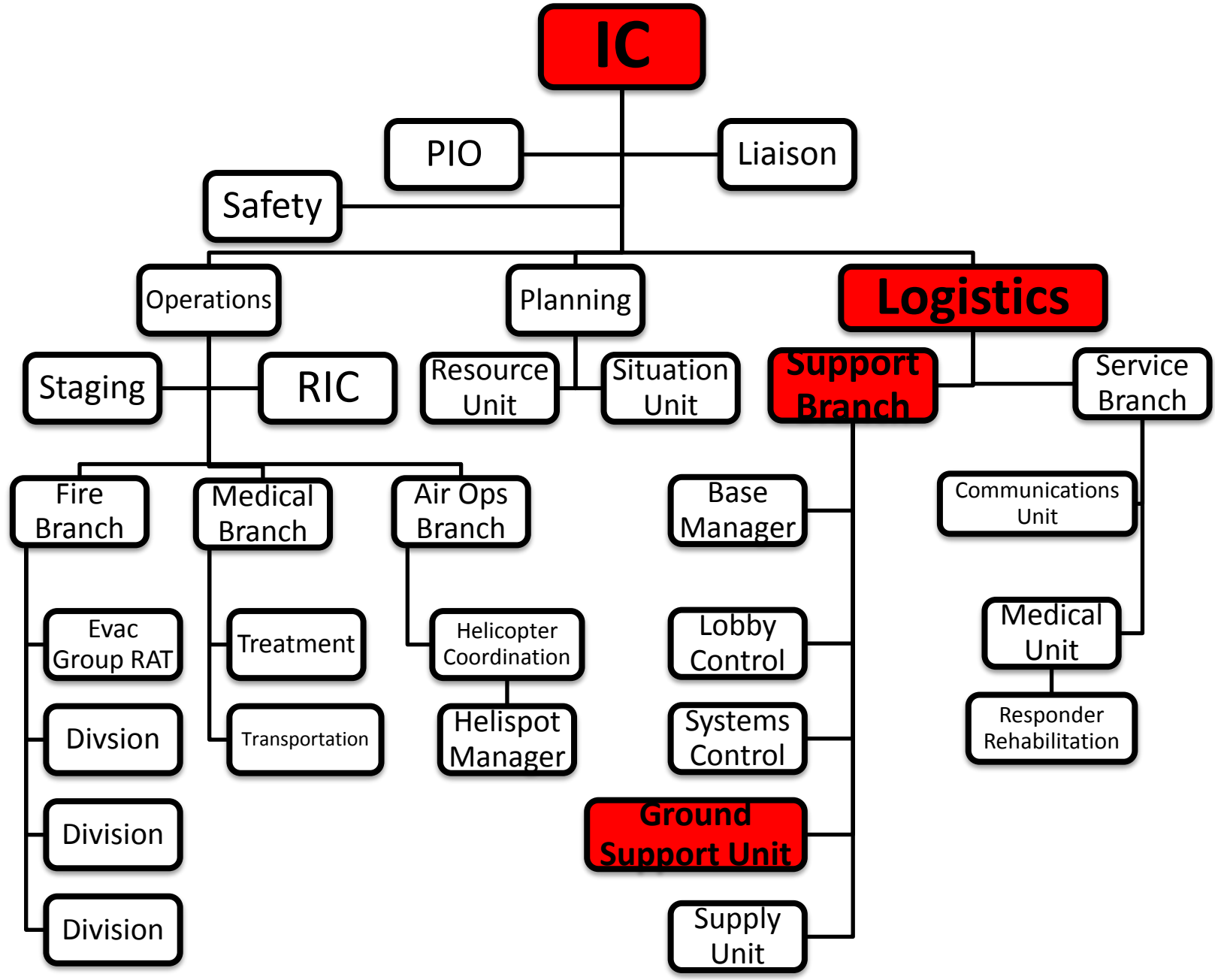
# Ground Support Leader

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



## DIVISION/GROUP SUPERVISOR CHECKLIST

| | |
|---|---|
| | Implement Incident Action Plan for Division or Group |
| | Donn ICS position vest if available/applicable. |
| | Provide Incident Action Plan to Strike Team Leaders, when available. |
| | Identify increments assigned to the Division or Group. |
| | Review assignments and incident activities with subordinates and assign tasks. |
| | Ensure that Incident Communications and/or Resources Unit are advised of all changes in status of resources assigned to the Division or Group. |
| | Coordinate activities with adjacent Divisions or Groups. |
| | Determine need for assistance on assigned tasks. |
| | Submit situation and resources status information to Branch Directors or Operations Section Chief. |
| | Report hazardous situations, special occurrences, or significant events (e.g. accidents, sickness) to immediate supervisor. |
| | Ensure that assigned personnel and equipment get to and from assignments in a timely and orderly manner. |
| | Resolve logistics problems within the Division or Group. |
| | Participate in the development of tactical plans for next operational period. |
| | Maintain Unit/Activity Log (ICS Form 214) |

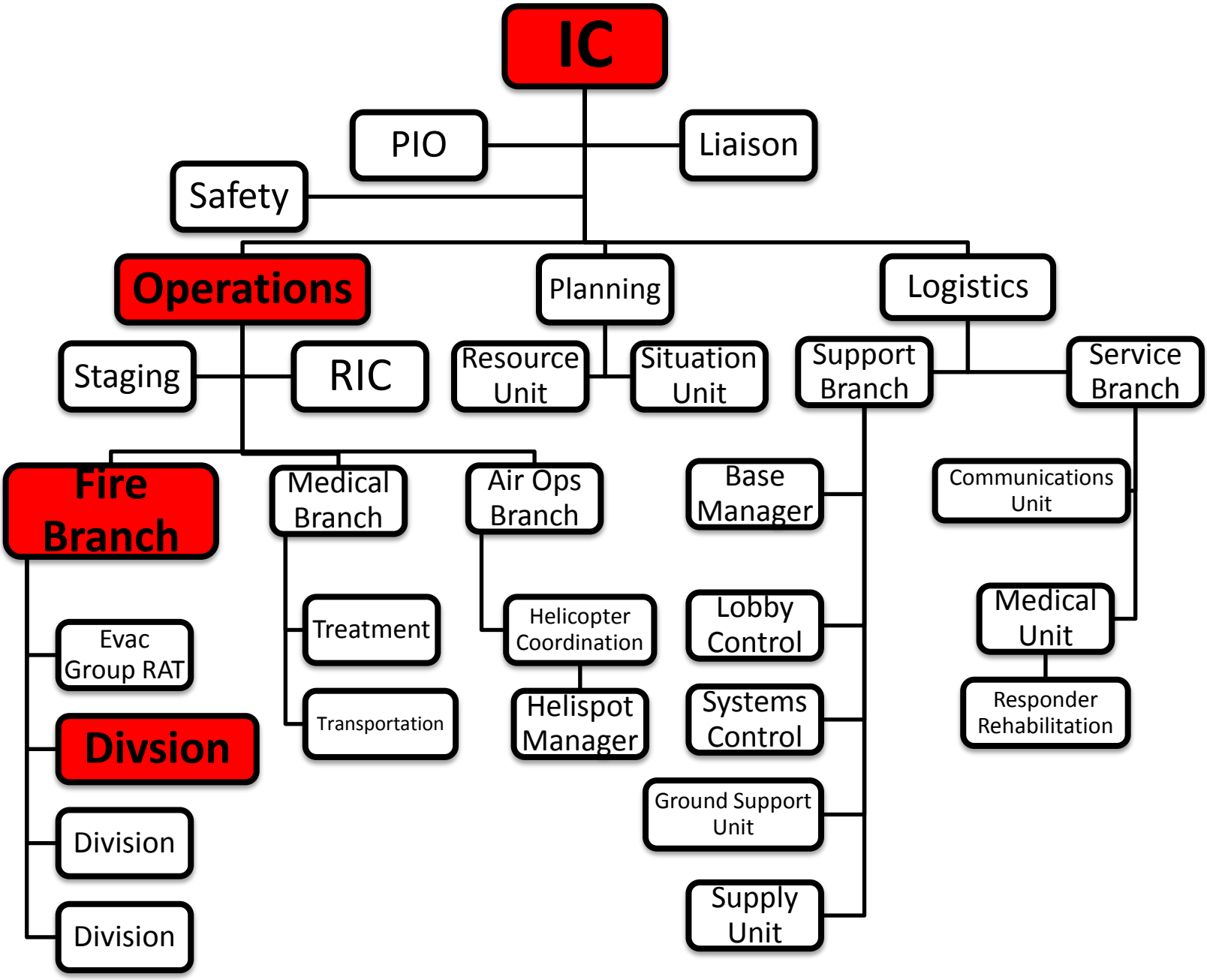
# Division / Group Supervisor

Radio Call Sign _____

Command Frequency _____

Tactical Frequency _____

Support Frequency _____



# ICS 214

| 1. Incident Name | 2. Operational Period (Date/Time)<br>From: To: | UNIT LOG<br>ICS 214-CG |
|---|---|---|
| 3. Unit Name/Designators | 4. Unit Leader (Name and ICS Position) | |

**5. Personnel Assigned**

| NAME | ICS POSITION | HOME BASE |
|---|---|---|
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**6. Activity Log (Continue on Reverse)**

| TIME | MAJOR EVENTS |
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**7. Prepared by:** **Date/Time:**

| 1. Incident Name | 2. Operational Period (Date/Time)<br>From: To: | UNIT LOG (CONT.)<br>ICS 214-CG |
|---|---|---|

**Activity Log (Continue on Reverse)**

| TIME | MAJOR EVENTS |
|---|---|
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**7. Prepared by:** **Date/Time:**

UNIT LOG (ICS FORM 214 CG)

**Purpose**. The Unit Log records details of unit activity, including strike team activity or individual activity. These logs provide the basic reference from which to extract information for inclusion in any after-action report.

**Preparation.** A Unit Log is initiated and maintained by Command Staff members, Division/Group Supervisors Operations Groups, Strike Team/Task Force Leaders, and Unit Leaders. Completed logs are submitted to supervisors who forward them to the Documentation Unit.

**Distribution.** The Documentation Unit maintains a file of all Unit Logs. All completed origin forms MUST be given to the Documentation Unit.

| Item # | Item Title | Instructions |
|---|---|---|
| **1.** | Incident Name | Enter the name assigned to the incident |
| **2.** | Check-In Location | Enter the time interval for which the form applies. Record the start and end date and time. |
| **3.** | Unit Name/ Designators | Enter the title of the organizational unit or resource designator.<br>(e.g., Facilities Safety Officer, Strike Team. |
| **4.** | Unit Leader | Enter the name and ICS Position of the individual in charge of the Unit. |
| **5.** | Personnel Assigned | List the name, position and home base of each member assigned to the unit during the operational period. |
| **6.** | Activity Log | Enter the time and briefly describe each significant occurrence or event (e.g. task assignments, task completions, injuries, difficulties encountered. Etc.) |
| **7.** | Prepared By | Enter name and title of the person completing the log. Provide log to immediate supervisor, at the end of each operational period. |
| **8.** | Date/Time | Enter date (month, day, year) and time prepared (24-hour clock) |

# REFERENCES

# Appendix G - References

# FIRESCOPE CALIFORNIA

## Incident Command System Publication

## Structure Fire Operations

## ICS 500


# INCIDENT COMMAND SYSTEM PUBLICATION

Structure Fire Operations
ICS - 500

10 -14 - 2015

# INCIDENT COMMAND SYSTEM

## Structure Fire Operations

**FI**refighting **RES**ources of
**C**alifornia
**O**rganized for **P**otential
**E**mergencies

This document contains information relative to the Incident Command System (ICS) component of the National Incident Management System (NIMS). This is the same

Incident Command System developed by FIRESCOPE.

Additional information and documentation can be obtained from the following sources:

OES FIRESCOPE OCC
www.FIRESCOPE.org
2524 Mulberry Street
Riverside, CA 92501-2200
(951) 320-6199
Fax (951) 784-3026

## CONTENTS

## FORWARD

FIRESCOPE last revised this document more than twenty years ago. While much of the strategy and tactics of combating structure fires has remained unchanged over the last twenty years, there have been some recent changes that will be recognized in this document. These changes include addressing:

Risk Assessment
Improved Accountability
Rapid Intervention
Mayday
Transitional Fire Attack

It is recognized by FIRESCOPE that the vast majority of structure fires are short term incidents (less than one operational period). Due to the compressed time frame, most structure fire incident management systems incorporate only the Command and Operations functions of ICS. For longer term incidents requiring the implementation of the Planning, Logistics and/or Finance/Administration functions, the FIRESCOPE Field Operations Guide ICS 420-1 (FOG) should be used as a reference.

The purpose of the Incident Command System (ICS) is to provide for a systematic development of a complete, functional command organization designed to allow for single or multi-agency use, which increases the effectiveness of command and firefighter safety. The National Incident Management System (NIMS) identifies concepts and principles that answer how to manage emergencies from preparedness to recovery regardless of their cause, size, location or complexity. The ICS is a component of NIMS.

The ICS provides an organized method to apply goals and objectives to structure fire incidents. This system helps to provide fire ground safety and accountability. This document is primarily for structural fire incidents but may be applicable to other types of emergency incidents.

The key elements of the system are:

• The systematic development of a complete functional organization with the major functions being Command, Operations, Planning, Logistics, and Finance.

• Designed to allow for multi-agency adoption in federal, state, and local fire agencies. Therefore, organizational terminology used in the ICS is designed to be acceptable to all levels of government.

• Designed to be the basic, everyday operating system for all incidents within each agency. Therefore, the transition to large and/or multi-agency operations requires minimal adjustment for any of the agencies involved.

• The organization builds from the ground up, with the management of all major functions initially being the responsibility of one or just a few persons. Functional units are designed to handle the most important incident activities. As the incident grows in size and/or complexity,

functional unit management is assigned to additional individuals in order to maintain a reasonable span of control and efficiency.

• Designed on the premise that the jurisdictional authority of the involved agencies will not be compromised. Each agency having legal responsibility within its jurisdiction is assumed to have full command authority within its jurisdiction at all times. Assisting agencies will normally function under the direction of the Incident Commander appointed by the agency having jurisdiction.

• Multi-jurisdictional incidents will normally be managed under a Unified Command management structure involving a single Incident Command Post and a single Incident Action Plan – applicable to all agencies involved in the incident.

• The system is intended to be staffed and operated by appropriate personnel from any agency, and a typical incident could involve the use of personnel from a variety of agencies, working in many different parts of the organization.

The system expands and contracts organizationally based upon the needs of the incident. Span-of-control recommendations are followed closely; therefore, the organizational structure is not larger than required. Although the focus of this document is structure fire operations, the document recognizes the importance in the fire service of coordinating incident response with responders of other disciplines, such as medical, law enforcement, and public works. An effective incident management system must provide an integrated multi-discipline approach. The ICS provides an overall structure that allows the successful integration of multiple disciplines, allowing application to the “all hazard” nature of emergency incidents.

The FIRESCOPE Program believes that any incident management system should be guideline driven for the following reasons:

• Written guidelines reflect department best practices for incident management.
• Guidelines provide a standardized approach to managing any incident.
• Guidelines provide predictable approaches to incident management.
• Guidelines should be applied routinely.
• Guidelines provide a training tool for firefighter reference.
• Guidelines provide a baseline for critiques and review of incidents.
• Guidelines make the Incident Commander’s operations more effective.

This model reflects a guidelines approach to the overall organization structure of the ICS.

## COMMAND GUIDELINES

**Purpose:** This document identifies standard operating guidelines that can be employed when establishing command at a structure fire incident. The system provides for the effective management of personnel and resources while providing for the safety and welfare of personnel. It also establishes guidelines for the implementation of all components of ICS for structure fire operations.

**Command Guidelines are designed to:**

- Establish the responsibility for command on a specific individual through a standard identification system, depending on the arrival sequence of members, companies, and chief officers.
- Ensure that formal command will be established from the onset of the incident.
- Establish an effective incident organization defining the activities and responsibilities assigned to the Incident Commander and to other individuals operating within ICS.
- Provide a system to process information to support incident safety, accountability, management, planning, and decision making.
- Provide a system for the orderly transfer of command to subsequent arriving officers.

**Responsibilities of Command** The Incident Commander is responsible for the overall management of the incident. The safety, welfare and accountability of personnel are taken into consideration when achieving the following incident priorities:

1. Life safety
2. Incident stabilization
3. Property conservation
4. Environment protection

ICS is used to facilitate the completion of the tactical priorities. The INCIDENT COMMANDER is the person who drives ICS towards that end. The Incident Commander is responsible for building an ICS organization that matches the organizational needs of the incident to achieve the completion of the tactical priorities for the incident. The Functions of Command define standard activities that are performed by the Incident Commander to achieve the tactical priorities.

**Functions of Command** The functions of Command at a structure fire include:

- Assume and announce command.
- Rapidly evaluate the situation (size up).
- Establish and announce the location of an effective operating position (Incident Command Post).
- Initiate, maintain, and control the communication plan. (See Appendix B.)
- Identify the overall strategy, develop an Incident Action Plan, and assign companies and personnel to include RIC, consistent with plans and standard operating guidelines.

- Request appropriate resources, when necessary.
- Ensure accountability of all resources utilizing ICS 201 or other tactical worksheet. (See Appendix C.)
- Ensure the utilization of a Time Clock when appropriate.
- Develop an effective ICS organization using divisions and/or groups to maintain the span of control.
- Provide tactical priorities and strategic objectives. (See Appendix D.)
- Coordinate activities with other agencies and cooperators (Law Enforcement, Ambulance, Utilities, Building Department, etc.)
- Continuously assess incident conditions and review, evaluate, and revise the Incident Action Plan as needed.
- Provide for the continuity, transfer, and termination of command

The Incident Commander is responsible for all of these functions. As command is transferred, so is the responsibility for these functions.

**Risk Management:** One of the Incident Commander's primary duties is to determine the life safety profile of the incident and apply the most appropriate level of risk to first responders. The Incident Commander should integrate principles of risk management into the functions of command. Risk management involves the identification and evaluation of risk, and the prioritization of actions followed by coordinated application of resources to minimize, monitor,and control the probability and/or impact of unfortunate events or to maximize the realization of opportunities.

Risk management should be based on the following principles:

1. Activities that present a significant risk to the safety of responders shall be limited to situations where there is a potential to save lives.
2. Activities that are routinely employed to protect property shall be recognized as inherent risks to the safety of responders, and actions shall be taken to reduce or avoid these risks.
3. No risk to the safety of responders shall be acceptable when there is no possibility to save lives or property.
4. In situations where the risk to responders is excessive, activities shall be limited to defensive operations.

These risk management principles should be employed by supervisory personnel at all levels of the Incident Command System. It must be remembered when evaluating risk that not only the severity of the risk but also the frequency of occurrence is of concern. High risk events that occur infrequently pose the greatest threat to responders because of the likelihood they will have limited experience in dealing with such events.

There are a variety of actions available to assist in the management of risk. Together these actions provide a solid framework for protecting responders from the risks involved in emergency operations. These actions include:

- Provide effective training
- Establish standard operating guidelines

- Have a well-defined Incident Action Plan that incorporates contingencies
- Evaluate the situation and risk (size-up)
- Utilize full personal protective clothing
- Provide effective incident management (Company Unity, Unity of Command, Appropriate Span of Control)
- Ensure effective communications
- Establish safety procedures and utilize Safety Officers
- Ensure adequate resources are available
- Assign Rapid Intervention Crew/Company(s)
- Provide for Incident Medical Needs
- Provide for rest and rehabilitation
- Regularly evaluate the situation for changing conditions
- Learn from previous experience by conducting an After Action Review after each incident

One of the most critical actions in managing risk is the evaluation of the situation and risks involved. Critical indicators that support gaining situational awareness and evaluating risk include:

- Structural Triage
    - Limited ways in and out
    - Can't tell what the building is being used for
    - Can't tell where the fire is
    - Has the potential to have been burning undetected
    - Can't determine floor plan or layout (no pre-fire intel)
    - Construction Type (I-V) and features that frequently result in unexpected fire behavior
- Smoke Conditions
    - Volume and density
    - Pressure and velocity
    - Color
    - Rate of change
    - View all sides of building (360 assessment)
    - Compare volume in relation to building size
    - Zero visibility
- Fire Conditions
    - Contents vs. structure
    - Burn time
    - Rate of spread
    - Heat levels
    - No ventilation
- Lack of Progress
    - Progress not matching expectations
    - Repeated acknowledgment of Incident Clock
    - Delay in forcible entry
    - Delay in ventilation
    - Fire attack and ventilation not coordinated

- Inadequate resource availability

**After Action Review:** An After Action Review is a professional discussion of an event, focused on performance standards, that enables personnel and agencies to discover what happened, why it happened and how actions can be improved in the future. The AAR is a critical leadership tool used to ensure maximum effectiveness, safety and proficiency.

**Establishing Command:** The first fire department member to arrive at the scene shall establish command of the incident. The initial Incident Commander shall remain in command until command is passed, transferred or the incident is stabilized and terminated:

- The first member on the scene must initiate the parts of ICS necessary to effectively manage the incident.
- A single company incident (trash fires, small exterior fire, etc.) may only require that the company acknowledge their arrival on the scene.
- For incidents that require the commitment of multiple companies, the first member on the scene must establish and announce "command", and initiate an ICS organization appropriate for the incident.
- When a Chief Officer arrives at the scene at the same time as the initial arriving company, the Chief Officer should establish command of the incident.

**Initial Radio Report/Size up:** The first arriving resource activates the command process by giving an initial radio report.

- Unit designation of the unit arriving on the scene
- Confirmation of the incident location/conditions
  - Nothing showing
  - Smoke showing (amount, location, color, pressure)
  - Fire Showing (amount and location)
- Life hazard and exposures
- A brief description of the building
  - Occupancy (house, apartment, strip mall, box store, high-rise, church, etc.)
  - Size (large, medium, small or dimensions, i.e. 100'x150')
  - Height/number of floors
  - Construction type
- Brief description of action taken
- Establish Orientation ("A side")
- Declaration of strategy and potential
- Any obvious safety hazards
- Identification and location of Incident Commander
- Request required resources when necessary

**Radio Designation:** The radio designation "Incident Commander" or "IC" will be used along with the geographical location of the incident (i.e., "7th Street Incident Commander", "Metro Center IC"). This designation will not change throughout the duration of the incident. The

designation of “Incident Commander” or “IC” will remain with the officer in command of the incident throughout the event.

**Examples:**

“Engine Six is on scene of a dumpster fire with no exposures. Engine Six can handle.”

“Engine Eleven is on scene of a one story, single family structure. Flames are visible through the windows on the A side of the structure. Life safety status unknown, Engine Eleven is deploying a hose line for an interior attack. The next engine on scene will be assigned water supply. Engine Eleven will be 7th Street Incident Commander.”

“Engine One is on the scene of a 100’ x 150’ warehouse, fire showing through the roof, with exposures to the Bravo side of the structure. Engine One is laying a supply line and attacking the fire with a master stream and establishing a hand-line for exposure protection. This is a defensive fire. Engine One will be Buckeye IC.”

**360 Assessment:** The initial IC must attempt to perform a 360 assessment. This task can be reassigned to another resource if the IC is not able to complete. An updated radio report will be given after the 360, however if there are important updates that must be given during the walk-around (power lines down, discovery of basement, victim found) this information must be transmitted immediately.

**Follow-up Radio Report:** This report will include any information that was garnered during the 360 assessment.

- Credible information given by occupants or bystanders
- Confirm life safety status, and status of primary search
- Update on fire/smoke location and conditions
- Flow Path (if determined)
- If utilities were secured during the 360, announce it at this time
- Confirm assignments and/or deploy resources
- Any other pertinent information

**Command Options:** The responsibility of the initial Incident Commander presents several options, depending on the situation. If a Chief Officer or member, without tactical capabilities (i.e., staff vehicle, no equipment, etc.) initiates command, the establishment of an Incident Command Post should be a top priority. At most incidents, the initial Incident Commander will be a Company Officer. The following command options define the Company Officer’s direct involvement in tactical activities and the modes of command that may be utilized.

**Investigative Mode:** These situations generally require investigation by the initial arriving company while other units remain in a staged mode. The officer may go with the company to investigate while utilizing a portable radio, or they may remain stationary and assign other resources to support the company.

**Fast Attack Mode:** This mode is applied when quick, immediate action can prevent life loss or injury. These situations require immediate action to stabilize and require the Company Officer’s direct involvement in the attack. In this mode, the Company Officer accompanies the

crew to provide the appropriate level of supervision. Command may be passed to the next arriving officer, upon their arrival. Command shall not be passed to an officer who is not on scene.

Where fast intervention is critical, utilization of the portable radio will permit the Company Officer's involvement in the attack without neglecting Incident Commander's responsibilities. The Fast Attack mode can only be used for a rescue attempt or when 2 in 2 is established. The Fast Attack mode should not last more than a few minutes and will end with one of the following:

The Fast Attack mode will end when:

- The situation is stabilized (e.g. rescue performed, fire confined, extinguishment)
- The situation is not stabilized and the first officer must switch to the command mode. The Company Officer must withdraw to the exterior, establish an Incident Command Post and announce on the radio that the mode has changed to Command Mode
- Command is passed to the next arriving Company Officer who should remain outside and establish an Incident Command Post. The Company Officer must make a determination of how best to utilize the remainder of the crew based on the crew's capabilities.
- Command is transferred to a higher ranking officer. When a Chief Officer is assuming command, the Chief Officer may opt to return the Company Officer to his/her crew, or assign him to a subordinate position.

**Command Mode:** Many incidents, by virtue of their size, complexity, or potential for rapid expansion, require immediate formal command. In such cases, the Company Officer will initially assume an exterior, safe, and effective command position and maintain that position until relieved by a Higher Ranking Officer.

When the Company Officer selects the Command mode, the following options are available regarding the assignment of the remaining crew members:

- The Company Officer may place the company into action with two or more members under the supervision of a crew member, who will serve as the acting Company Officer and must carry a portable radio. The collective and individual capabilities and experience of the crew will regulate this action.

- The Company Officer may assign the crew members to work under the supervision of another Company Officer. The reassignment of crew members must be acknowledged by both company officers.

- The Company Officer may elect to assign the crew members to perform staff functions to assist him/her as the Incident Commander (Dedicated Incident Command Support Company).

A Company Officer establishing command has a choice of modes and degrees of personal involvement in the tactical activities, but continues to be fully responsible for the Incident Commander functions. The initiative and judgment of the Company Officer are of great importance. The modes identified are guidelines to assist the Company Officer in planning appropriate actions. The actions initiated should conform to one of the above mentioned modes of operation.

**Passing Command:** Command can be passed from a first arriving Company Officer to the next arriving Company Officer who is ON THE SCENE. This is indicated when the initial commitment of the first arriving company requires a full crew (i.e., high-rise or an immediate rescue situation) or the incident complexity prohibits the first arriving Company Officer from fulfilling the responsibilities of the Incident Commander.

"Passing Command" to an officer not on the scene creates a gap in the command process and compromises incident management and safety. To prevent this "gap", command should not be passed to an officer who is not on the scene. It is preferable to have the initial arriving Company Officer continue to operate in the Fast Attack mode until command can be passed to an on-scene unit.

Should a situation occur where the second arriving Company or Chief Officer cannot locate or communicate with the IC engaged in the Fast Attack mode (after several attempts), they should assume command, announce their assumption of command, and initiate whatever actions are necessary to confirm the safety of the missing crew.

**Transfer of Command**: Command is transferred to improve the quality of the ICS organization. The transfer of command through various ranking officers must be predetermined by the local departments. The following guidelines outline the transfer of command process.

- The first fire department member arriving on the scene will establish command. This will normally be a Company Officer, but could be any fire department member up to and including the Fire Chief.

- The first arriving Company Officer will assume command after the transfer of command procedures have been completed (assuming an equal or higher ranking officer has not already assumed command).

- The first arriving Chief Officer should assume command of the incident following transfer of command procedures.

**Within the chain of command, the transfer of command should include the following:**

- The officer assuming command will communicate with the person being relieved. Face-to-face is the preferred method to transfer command. If face-to-face communication is not possible, radio communication is permissible.

- The person being relieved will brief the officer assuming command, indicating at least the following:

- Situation status
- Incident objectives and priorities (Incident Action Plan)
- Current organization
- Resource assignments
- Resources enroute and/or ordered
- Communications plan
- Prognosis, concerns and related issues

- The person being relieved of command should review the tactical worksheet (ICS 201) 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 should be well known to all members.

- The person being relieved of command will be assigned to the advantage by the officer assuming command.

- Whenever a transfer of command occurs, the Incident Commander must announce the change on all radio frequencies being used for the incident.

**General Considerations:** The response and arrival of additional ranking officers on the incident scene strengthens the overall ICS organization. As the incident escalates, the Incident Commander should use these officers as needed.

A fire department's communications guidelines should include communications necessary to gather and analyze information to plan, issue orders, and supervise operations. For example:

- Assignment completed
- Additional resources required
- Unable to complete
- Special information

The arrival of a ranking officer on the incident scene does not mean that command has been transferred to that officer. Command is only transferred when the outlined transfer-of-command process has been completed.

Chief Officers and Staff Personnel should report directly to a designated location for assignment by the Incident Commander.

The Incident Commander has the overall responsibility of managing an incident. Simply stated, the Incident Commander has complete authority and responsibility for the incident.* If a higher ranking officer wants to affect a change in the management of an incident, they must first be on the scene of the incident, then the transfer-of-command guideline must be used.

*Anyone can affect a change in incident management in extreme situations relating to safety by notifying the Incident Commander and initiating corrective action.

**Mayday** "Mayday" shall be used as the designator to identify when a member is in a life-threatening situation and in need of immediate assistance and can be declared by any member who becomes aware of a member who is in a life-threatening situation and in need of immediate assistance. "Mayday, Mayday, Mayday" shall be broadcast followed by clear text to identify the type of emergency "FIREFIGHTER/RESPONDER DOWN," "FIREFIGHTER/RESPONDER MISSING," or "FIREFIGHTER/RESPONDER TRAPPED," to all incident personnel.

When a "Mayday" condition is announced on the radio for an immediate condition for a responder, the IC shall make sure the "Mayday" is broadcast utilizing the distinctive emergency traffic alert tones and a plan is implemented to facilitate the immediate action to address the situation. (NFPA 1561 6.3.2.2, 2014 Edition).

Upon notification of a "Mayday" situation, it is imperative that the Incident Commander remains in control of the entire incident and not become overly committed to the rescue activities. By establishing the Rapid Intervention Crew (RIC) Group Supervisor early, it enables the Incident Commander to have the RIC Group Supervisor directly oversee the rescue operation of downed member(s). There are many operational procedures that need to occur in the event of a downed firefighter, along with mitigating the incident, which makes it overwhelming for the Incident Commander to handle both the rescue operation and ensure that the overall incident objectives are met.

**Emergency Traffic** The term "Emergency Traffic" is used to clear radio traffic for a significant fire ground emergency condition. For example: "All units Emergency Traffic, we've had a building collapse".

• All radio traffic should cease on any channel where "Emergency Traffic" has been requested unless directly related to the "Emergency Traffic" situation.
•After the event has been reported to or announced by the Incident Commander, the Incident Commander should report the event to the dispatch center.
•Broadcast an emergency alert tone, if equipped, followed by a concise, clear text description of the emergency.
•At the conclusion of the "Emergency Traffic" situation, the Incident Commander should transmit "All Clear, resume normal radio traffic" to end the emergency.

## COMMAND STRUCTURE

It will be the responsibility of the Incident Commander to develop an organizational structure utilizing standard operating guidelines as soon as possible after arrival and implementation of initial tactical control measures. The size and complexity of the organizational structure will be determined by the scope of the emergency.

**Incident Command System Operations** The ICS is the basic incident management system that should be used on any size or type of incident. The ICS organization is easily expandable as an incident increases in size and/or complexity. Thus, the full establishment of the ICS should be viewed as an extension of the initial incident organization.

**ICS Organizational Development** The following examples are guides in using the basic ICS organization for various size incidents:

| | |
|---|---|
| Initial Response | 1-5 Increments/First Alarm |
| Reinforced Response | Greater Alarm/Second Alarm/Mutual Aid |

**Initial Response** The first arriving unit or officer will establish command until arrival of a higher ranking officer. Upon arrival of a higher ranking officer, they will be briefed by the on-scene Incident Commander. The higher ranking officer will then assume command. This transfer of command is to be announced. The officer being relieved of command responsibilities will be reassigned by the new Incident Commander.

**Reinforced Response** A reinforced response may be initiated when it is determined that the initial response resources will be insufficient to deal with the size or complexity of the incident.

**Command Organization** The ICS organization must develop at a pace that stays ahead of the tactical deployment of personnel and resources. In order for the Incident Commander to manage the incident, they must first be able to direct, control, and track the position and function of all resources. Building an ICS organization is the best support mechanism the Incident Commander can utilize to achieve the balance between managing personnel and incident needs. Simply put, this means:

Large scale and complex incidents = Large ICS organization

Small scale and "simple" incidents = Small ICS organization

The basic configuration of command includes three levels:

Strategic level – Overall direction of the incident

Tactical level – Assigns operational objectives

Task level – Specific tasks assigned to companies

The strategic level involves the overall command of the incident. The Incident Commander is responsible for the strategic level of the ICS organization. The Incident Action Plan should cover all strategic responsibilities, all tactical objectives, and all support activities needed during the entire operational period. The Incident Action Plan defines where and when resources will be assigned to the incident to control the situation. This plan is the basis for developing an ICS organization, assigning all resources, and establishing tactical objectives. The strategic level responsibilities include:

OFFENSIVE or DEFENSIVE

These should be well defined in S.O.G.'s:

- Determine the appropriate strategy
- Establish overall incident objectives
- Set priorities
- Develop an Incident Action Plan

- Request and assign resources
- Predict outcomes and planning
- Assign specific objectives to tactical level units

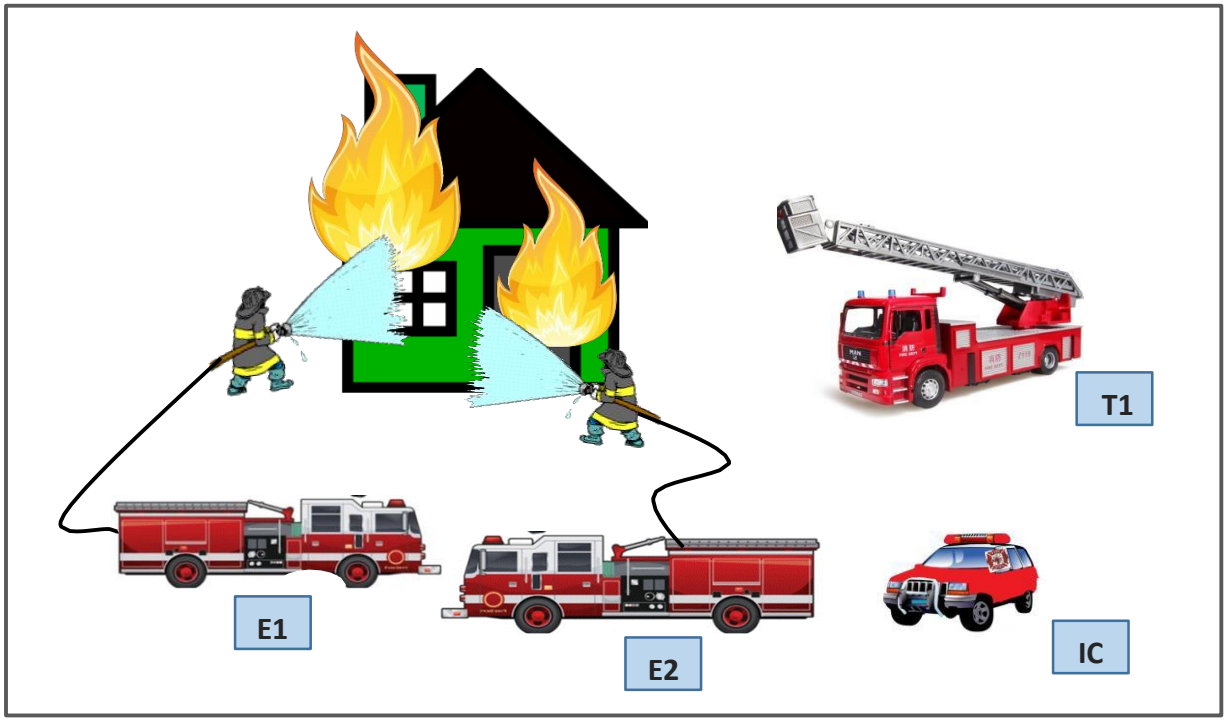
The tactical level directs operational activities towards specific objectives. Tactical level officers include Branch Directors, Division/Group Supervisors, who are in charge of specific resources. Tactical level officers are responsible for specific geographic areas or functions, and supervising assigned personnel. A tactical level assignment comes with the authority to make decisions and assignments, within the boundaries of the overall plan and safety conditions. The accumulated achievements of tactical objectives should accomplish the strategy as outlined in the Incident Action Plan.

**Command Structure – Basic Organization** The task level refers to those activities normally accomplished by individual companies or specific personnel. The task level is where the work is actually done. Task level activities are routinely supervised by Company Officers. The accumulated achievements of task level activities should accomplish tactical objectives.

**Examples:**

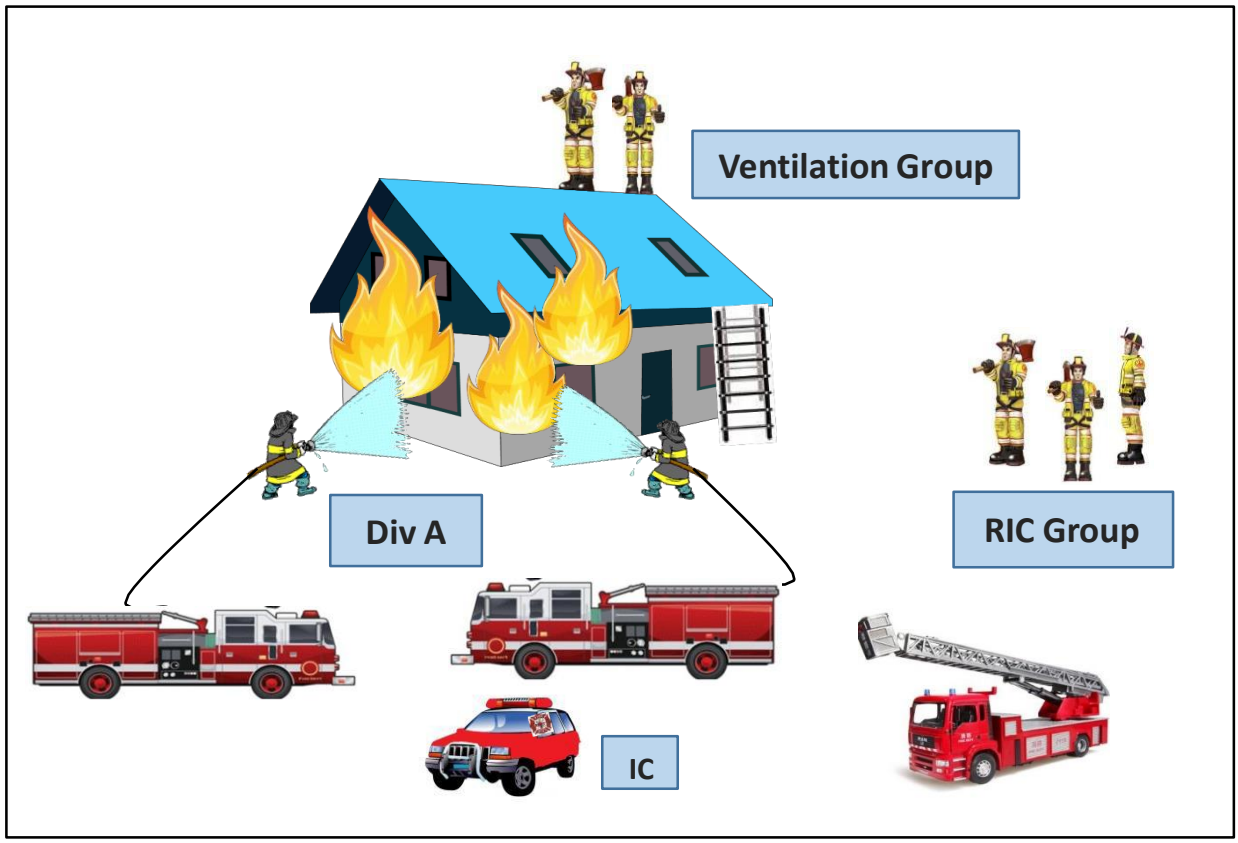
The most basic ICS organization combines all three levels of command (Strategic, Tactical, and Task). The Company Officer on a single engine response to a dumpster fire determines the strategy and tactics, and supervises the crew doing the task.

The basic structure for a "routine" incident, involving a small number of companies, requires only two levels of command (Strategic/Tactical and Task). The role of command combines the strategic and tactical levels. Companies report directly to the Incident Commander and operate at the task level.



**Command Structure (Division/Group)** The Divisions or Groups are tactical level management units that organize companies. Divisions represent geographic operations, and groups represent functional operations. The following examples illustrate the use of these terms:

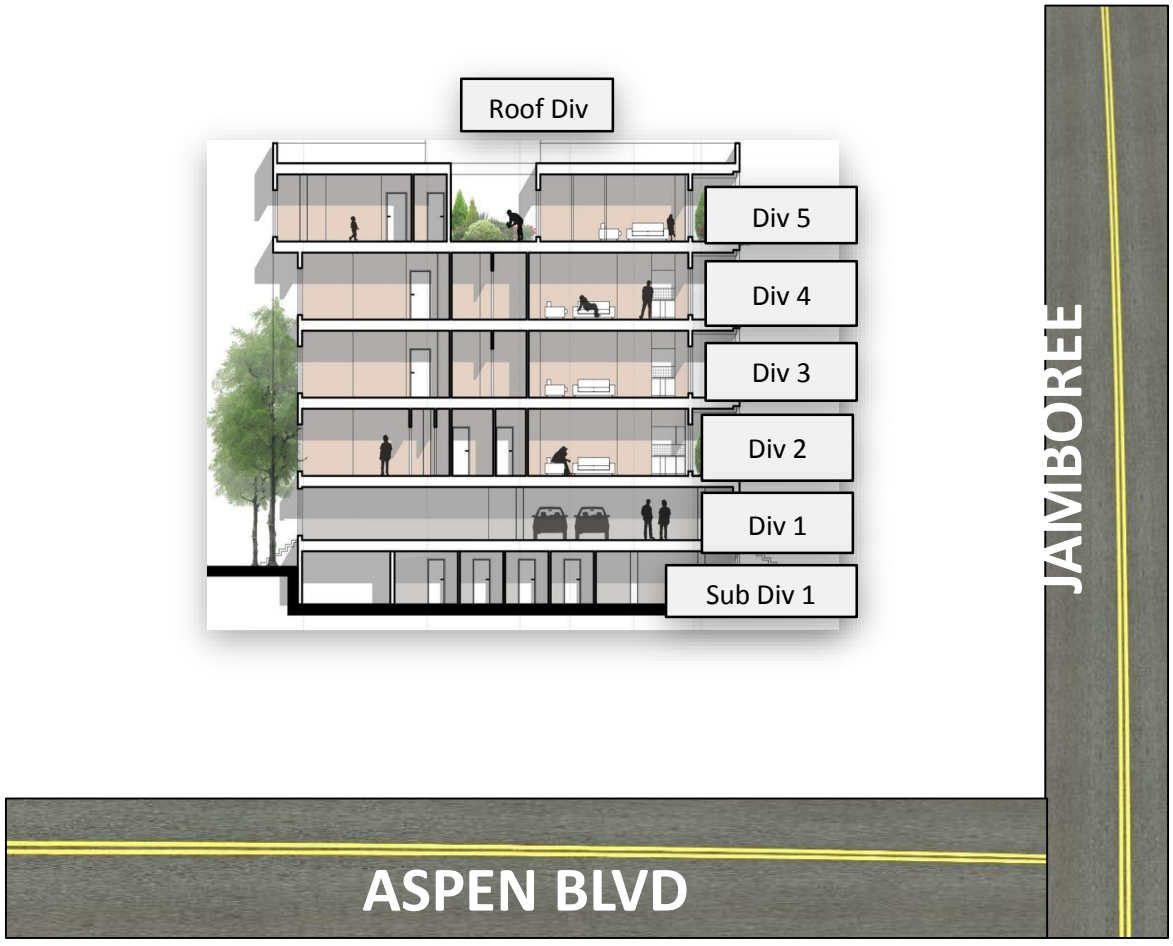
**Tactical Level Officers (Division/Group)**




As an incident escalates the Incident Commander should group companies to work in Division/Groups. A Division is the organizational level having responsibility for operations within a defined geographic area. In order to effectively use the Division terminology, a department must have a designated method of dividing an incident scene.

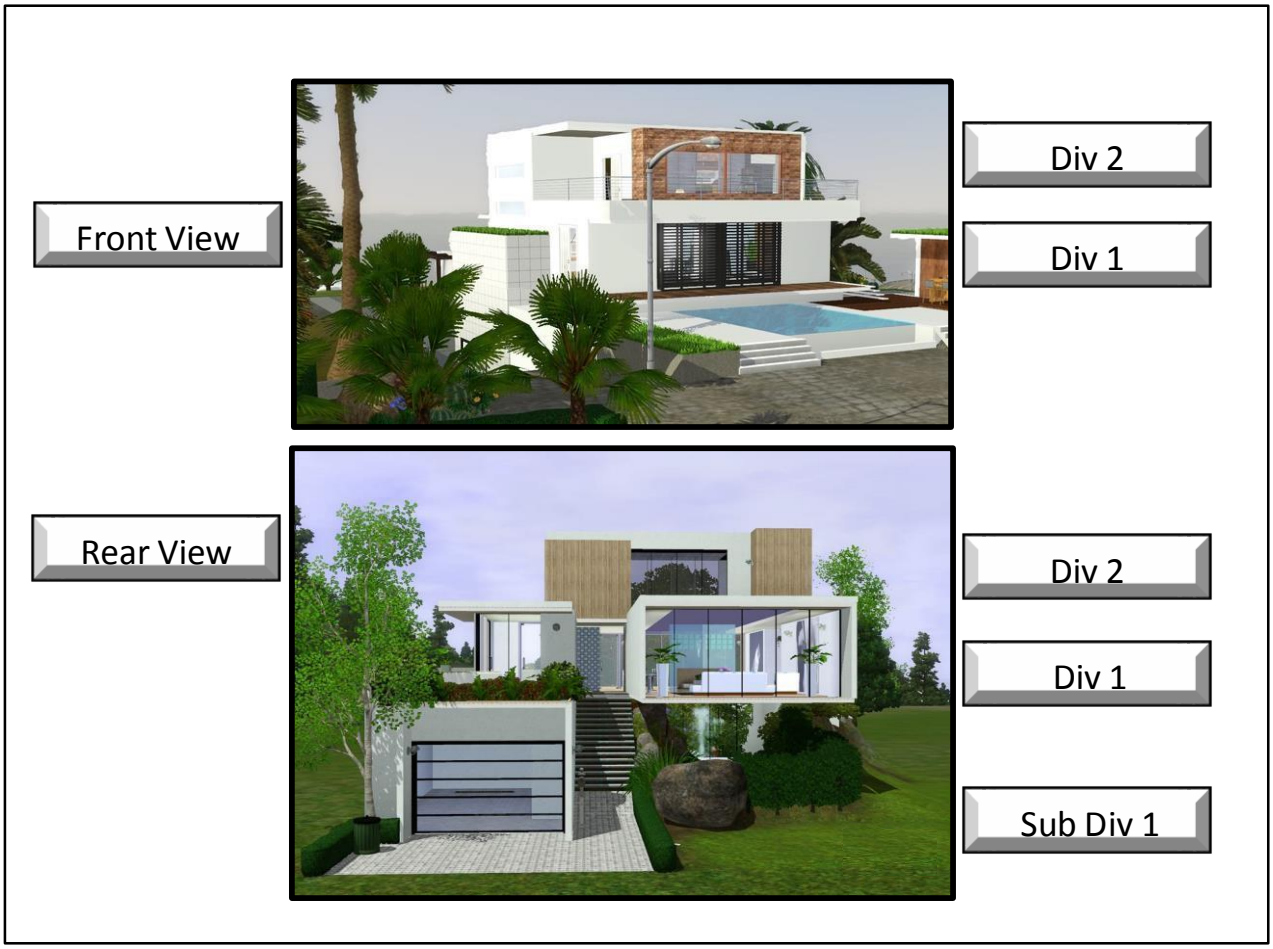
## Division Designation
## Tactical Assignments for a Multi-Story Incident

In multi-story occupancies, divisions will usually be indicated by floor number (Division 6 indicates sixth floor). When operating in levels below grade such as basements, the use of subdivisions is appropriate.




**Divisions:**

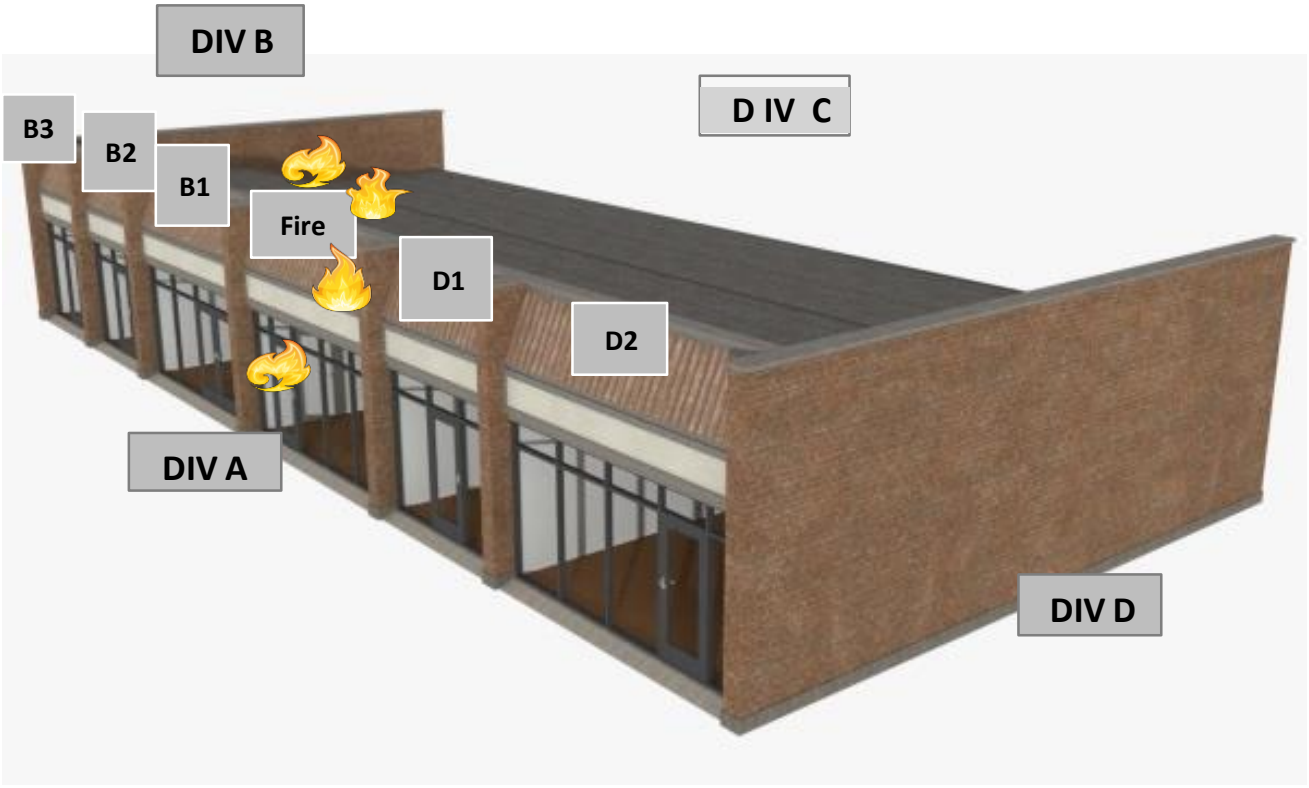
- Divisions are geographic area designators.
- Use floor or level as designator.
  Example: If E-5 is assigned Division 2, he/she would be in charge of operations on the second above ground floor.




A structure can appear from the front as having fewer levels than it has. The illustration above emphasizes the importance of a 360 assessment.

**Tactical Assignments for a Multi-Unit Incident**
**(Strip Mall)**

In multi-unit occupancies, exposures can be indicated by alpha letter identifier for the side of the extension followed by a number that starts adjacent to the unit on fire. For a one story strip mall where fire attack is being initiated on the Division A (Alpha) side, and fire is extending to the Division B (Bravo) side, the IC will start with Bravo 1, then Bravo 2 and so on to address units requiring assigned resources. If the fire extends to the Division D (Delta) side, the IC will start with Delta 1, then Delta 2. In a multi-story strip mall with a fire on the second floor and a Division 2 is established, similarly to the one story structure, exposures to the Division Bravo side would be identified as Bravo 1, Bravo 2, and so on. Any exposure problems to the Division Delta side would be identified as Delta 1, Delta 2, and so on. The identifier for an exposure occupancy may be used for identification only and may not necessitate the assignment of an additional supervising Officer. The Incident Commander is responsible for clearly identifying areas of responsibility at multi-unit incidents.



## Division/Group Designation

A Division is that organizational level having responsibility for operations within a defined geographic area. The Division level is organizational between Single Resources, Task Force, or the Strike Team and the Branch.

Groups are an organizational level responsible for a specified functional assignment at an incident. Examples are Salvage Group, Search and Rescue Group, Haz Mat Group, and Medical Group.

## Command Structure: Division/Group, Basic Operational Approach

The use of Divisions/Groups in the ICS organization provides a standard system to divide the incident scene into smaller subordinate management units or areas. Complex emergency situations often exceed the capability of one officer to effectively manage the entire operation. Divisions/Groups reduce the span-of-control to more manageable smaller-sized units. Divisions/Groups allow the Incident Commander to communicate principally with these organizational levels, rather than multiple, individual Company Officers providing for effective command and incident scene organization. Generally, Division/Group responsibilities should be assigned early in the incident, typically to the first company assigned to a geographic area or function. This early establishment of Division/Group provides an effective Incident Command organization framework on which the operation can be built and expanded.

The number of Divisions/Groups that can be effectively managed by the Incident Commander varies. Normal span-of-control is three to seven. In fast moving, complex operations, a span-of-control of no more than five Divisions/Groups is indicated. In slower moving less complex operations, the Incident Commander may effectively manage more Divisions/Groups.

When the incident exceeds the span-of-control that the Incident Commander can effectively manage, the incident organization should be expanded to meet incident needs, by assigning Branches and/or Operations. The Operations Section is responsible for the Branches. Each Branch is responsible for several Divisions/Groups and should be assigned a separate radio channel if available.

Division/Group guidelines 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 Division/Group.

When effective Divisions/Groups have been established, the Incident Commander can concentrate on overall strategy and resource assignment, allowing the Division/Group Supervisor to supervise their assigned units. The Incident Commander determines strategy and assigns objectives and resources to the Divisions/Groups. Each Division/Group Supervisor is responsible for the tactical deployment of the resources at their disposal, in order to complete the objectives assigned by the Incident Commander. Division/Group Supervisors are also responsible for communicating needs and progress to Incident Commander.

Divisions/Groups reduce the overall amount of radio communications. Most routine communications within a Division/Group should be conducted in a face-to-face manner

between Company Officers and their Division/Group Supervisor. 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 Divisions/Groups. Each Division/Group Supervisor must maintain communication with assigned companies to control both their position and function. The Division/Group Supervisor must constantly monitor all hazardous situations and risks to personnel. The Division/Group Supervisor must take appropriate action to ensure that companies are operating in a safe and effective manner.

**The Incident Commander should begin to assign Divisions/Groups based on the following factors:**

- Situations that will eventually involve a number of companies or functions, beyond the capability of the Incident Commander to directly control. The Incident Commander should initially assign Division/Group responsibilities to the first companies assigned to a geographic area or function until qualified personnel are available.

- When the Incident Commander can no longer effectively 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.).

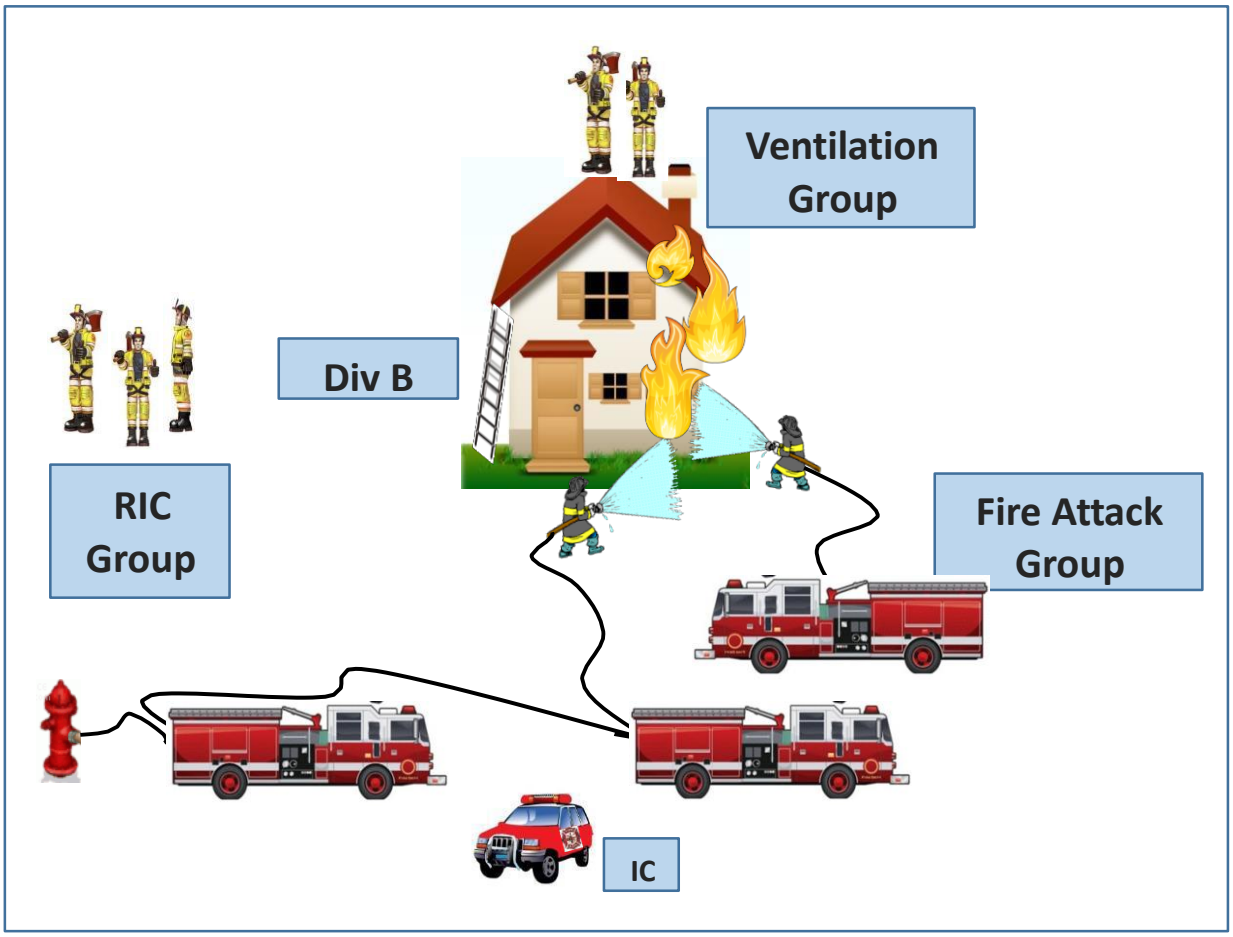
- When companies are operating from tactical positions that the Incident Commander has little or no direct control over (i.e., out of sight).

- When the situation presents special hazards and close control is required over operating companies (i.e., unstable structural conditions, hazardous materials, heavy fire load, marginal offensive situations, etc.).

When establishing a Division/Group, the Incident Commander will assign each Division/Group:

1. A supervisor
2. Tactical objectives
3. Communications
4. A radio designation (Roof Division, Division A, Salvage Group)
5. The identity of resources assigned to the Division/Group

NOTE: All personnel (including Division/Group Supervisors) operating in an IDLH must work in pairs.




**Division/Group Supervisor Guidelines:**

- It will be the ongoing responsibility of the Incident Commander to assign Divisions/Groups as required for effective emergency operations. This assignment will relate to both geographic divisions and functional groups.

- The Incident Commander shall advise each Division/Group Supervisor of specific objectives. The Supervisor needs to understand what tasks need to be delegated, the purpose of the tasks and the end state of the tasks.

- The number of companies assigned to a Division/Group will depend upon conditions within that Division/Group. The Incident Commander will maintain accountability of all resources by tracking to which Division/Group they are assigned and the capability of that Division/Group to effectively direct operations. If a Division/Group Supervisor cannot control the resources within the Division/Group, they should notify the Incident Commander so that Division/Group responsibilities can be split or other corrective action taken. In most cases three to seven companies represent the maximum span-of-control for a Division/Group Supervisor.

- How the incident is divided is determined by the needs of the incident. This should be accomplished by assigning Divisions to geographic locations (i.e., Roof Division, Division A, etc.) and assigning functional responsibilities to Groups (i.e., Ventilation Group, Salvage Group, etc.).

The guideline for span-of-control with Divisions/Groups is three to seven. This applies to Operational Division/Group. Many of the functional responsibilities (Information, Safety, etc.) are pre-assigned to certain individuals and are driven by standard operating guidelines.

Regular transfer of command guidelines will be followed in transferring Division/Group responsibility.

In some cases, a Division/Group Supervisor may be assigned to an area/function initially to evaluate and report conditions and advise the Incident Commander of needed tasks and resources. The assigned officer will proceed to the Division/Group, evaluate and report conditions to the Incident Commander, and assume responsibility for directing resources and operations within his/her assigned area of responsibility.

The Division/Group Supervisor must be in a position to directly supervise and monitor operations. This will require the Division/Group Supervisor to be equipped with the appropriate protective clothing and equipment for their area of responsibility. Division/Group Supervisors assigned to operate within the hazard zone must be accompanied by a partner.

Division/Group Supervisors will be responsible for and in control of all assigned functions within their Division/Group. This requires each Division/Group Supervisor to:

- Provide for life safety
- Complete objectives assigned by the Incident Commander.
- Account for all assigned personnel.
- Ensure that operations are conducted safely, including air management.
- Monitor work progress.
- Redirect activities as necessary.
- Coordinate actions with related activities and adjacent Divisions/Groups.
- Monitor welfare of assigned personnel, and rehab personnel as needed.
- Request additional resources to support tactical objectives.
- Provide the Incident Commander with essential and frequent progress reports.
- Reallocate resources within the Division/Group.

The Division/Group Supervisor should be readily identifiable and maintain a visible position as much as possible.

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

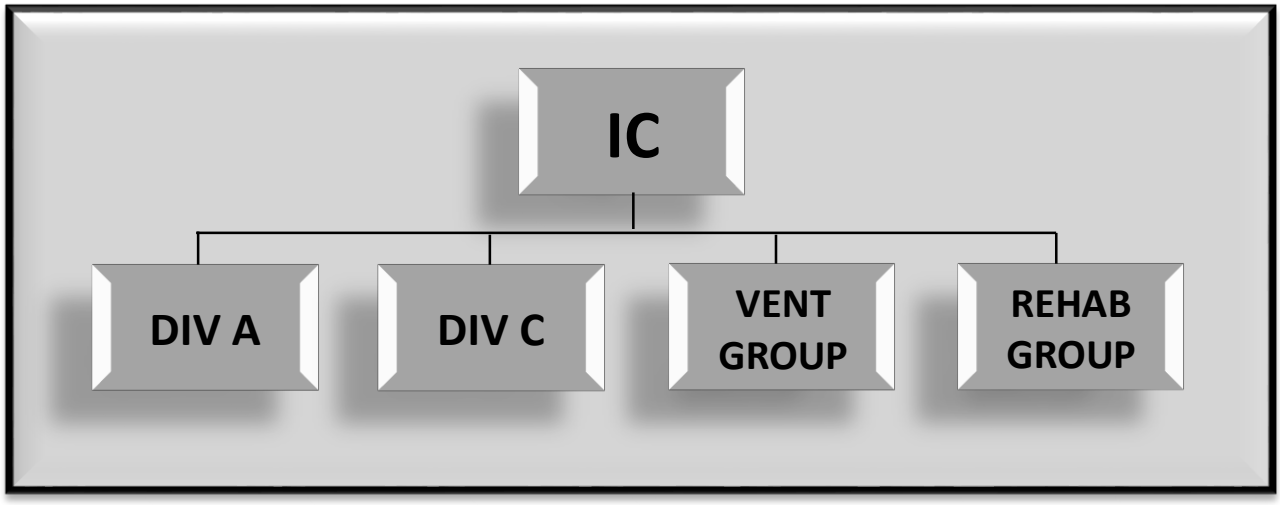
Through the chain of command, each Division/Group Supervisor will keep the Incident Commander informed of conditions, actions and needs through regular progress reports. These progress reports are also called CAN reports. The Division/Group Supervisor must prioritize progress reports to essential information only.

The Incident Commander must be advised immediately of significant changes, particularly those involving the ability or inability to complete an objective, hazardous conditions, accidents, structural collapse or weakened structure members, any safety concerns, etc.

When a company is re-assigned from Staging or Rehab to an operating Division/Group, the name of the Division/Group and assigned radio frequency will be provided. The Division/Group Supervisor will be informed of which companies or units have been assigned by the Incident Commander. It is then the responsibility of the Division/Group Supervisor to contact the assigned company to transmit any instructions and safety concerns relative to the specific action requested.

Division/Group Supervisors will monitor the condition of the crews operating in their Division/Group. Relief crews will be requested in a manner to safeguard the safety of personnel and maintain progress toward the Division/Group objectives.

Division/Group Supervisors will ensure an orderly and thorough reassignment of crews to Responder Rehab. Crews must report to Rehab intact to facilitate accountability.




Organization chart with Divisions and Groups

**COMMAND STRUCTURE – EXPANDING THE ORGANIZATION**

As a small incident escalates into a major incident, additional organizational support will be required. 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, taking 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 ICS organization may be

expanded through the involvement of officers and staff personnel to fill Command and General Staff Positions.

Section and Unit level positions within ICS will be activated only when the corresponding functions are required by the incident.

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

During the initial phases of the incident the Incident Commander normally carries out these four section functions:

1. OPERATIONS
2. PLANNING
3. LOGISTICS
4. FINANCE/ADMINISTRATION

These comprise the General Staff within a fully expanded incident organizational structure.

**Expanding the Organization – Sections** Section level positions can be implemented at any time, based on the needs of the incident.

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/or Divisions/Groups.

The Incident Commander may staff the Operations Section to reduce their 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 their attention on management of the entire incident rather than concentrating on tactical activities:

Roles and Responsibilities:

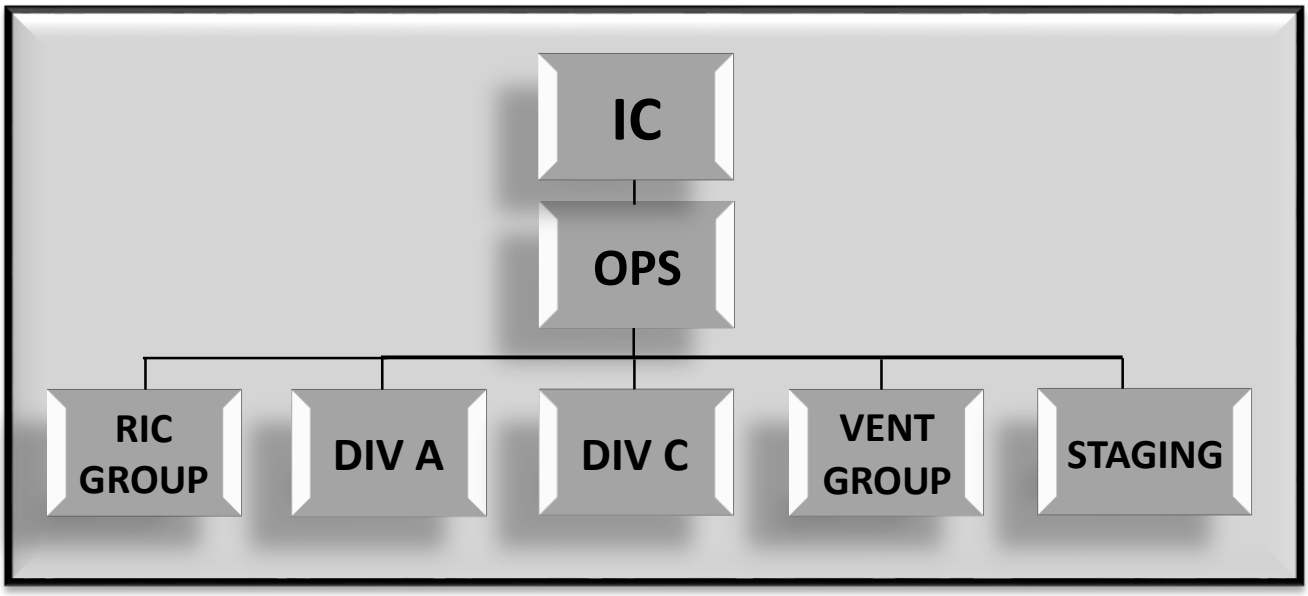
- Provide for life safety
- Maintain Command and Control
- Manage incident tactical activities
- Coordinate activities with the Incident Commander
- Implement the Incident Action Plan
- Assign resources to tactical level areas based on tactical objectives and priorities
- Assign Branches and Divisions/Groups as needed
- Provide tactical objectives for Divisions/Groups
- Control Staging and Air Operations
- Determine needs and request additional resources
- Consult with and inform other Sections and the Incident Command Staff as needed

Operations Section Chief: The Operations Section Chief is responsible for the direct management of all incident tactical activities and should have direct involvement in the preparation of the Incident Action Plan for the period of responsibility.

Staging Areas: Staging Areas are locations designated within the incident area which are used to temporarily locate resources that are available for assignment.

The incident scene can quickly become congested with emergency equipment if this equipment isn't managed effectively. For major or complex operations, the Incident Commander should establish a central Staging Area early and place an officer in charge of Staging. A radio designation of "Staging" should be utilized.

In this expanded organizational structure, Staging reports 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 should be immediately available.




Organization Chart with Operation Section Chief Assigned

**Expanding the Organization – Branches**

Divisions/Groups: As previously discussed in this guideline, Divisions/Groups 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 (i.e., Fire, Medical, Evacuation, etc.), the organization can be further sub-divided into Branches.

Branches may be established on an incident to serve several purposes. However, they are not always essential to the organization of the Operations Section.

In general, branches may be established for the following reasons:

- Geographical
- Span of Control
- Functional
- Multi-Jurisdictional

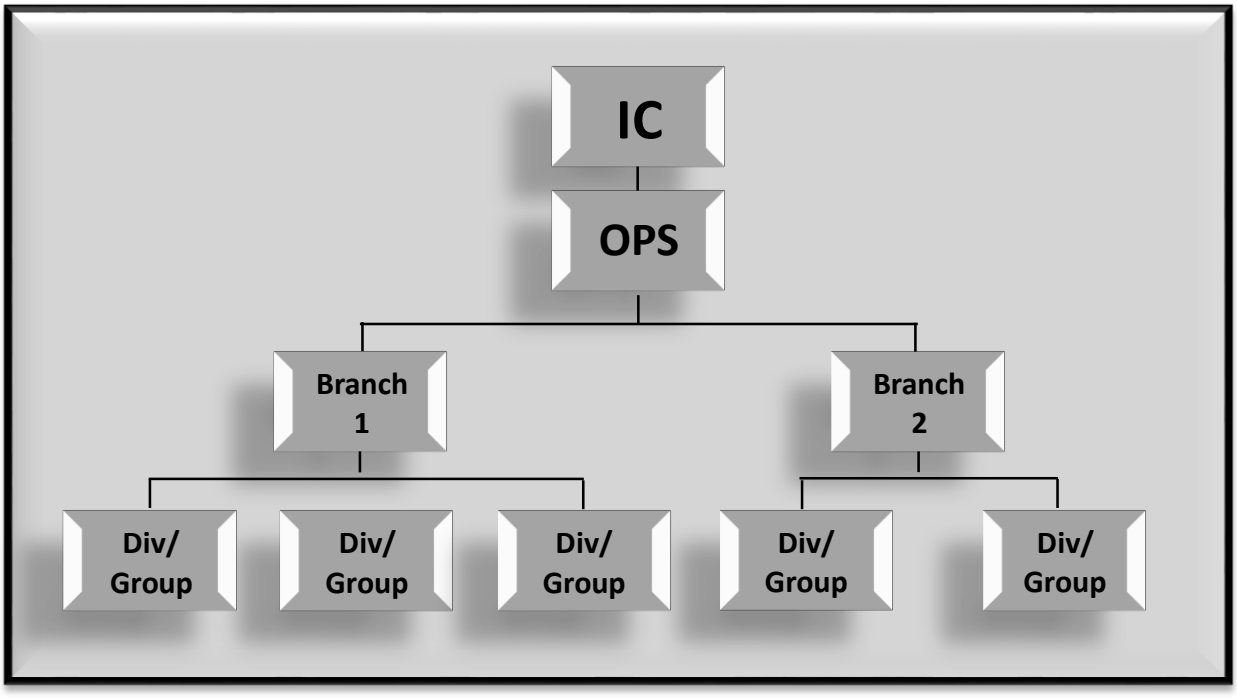
The Incident Commander or Operations Section Chief should designate a Multi-Branch structure and allocate the Divisions/Groups within those Branches when the numbers of Divisions/Groups exceed the recommended span-of-control for the Operations Section Chief. In the following example the Operations Section Chief has one group and four Divisions reporting with two additional Divisions and one Group being added. At this point, a two-Branch organization should be formed.

Branches should operate in their area of responsibility on separate radio channels and communicate to Operations on a different channel if possible. The radio designation of Branches should reflect the objective of the Branch when designating functional branches (i.e., Haz Mat Branch, Multi-Casualty Branch, etc.). Geographical Branches are designated numerically (i.e., Branch I, Branch II, Branch III, etc.). When Operations implements Branch Directors, the Division/Group Supervisors should be notified of their new supervisor. This information should include:

1. To what Branch the Division/Group is now assigned.
2. The radio channel on which the Branch (Division/Group) is operating.

Radio communications should then be directed from the Division/Group Supervisor to the Branch Directors – instead of Operations. Division/Group Supervisors will relay this information to the companies working in their tactical operating area.

Depending on the situation, the Branch Director may be located at the Incident Command Post or at operational locations. When located at the Incident Command Post, the Branch Director can communicate on a face-to-face basis with the Operations Section Chief and/or Incident Commander. When an incident encompasses a large geographic area, it may be more effective to have the Branch Director in tactical locations. When Branch Directors are sent to tactical positions they should immediately implement command and control guidelines within their Branch. In these situations Operations must assign someone to monitor a “command channel.”



**Organizational Structure** The ICS 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.

For ease of reference and understanding, personnel assigned to manage at each level of the organization will carry a distinctive organizational title:

- INCIDENT COMMANDER
- OFFICER
- CHIEF
- DIRECTOR
- SUPERVISOR
- LEADER
- MANAGER
- SINGLE RESOURCE

**Incident Commander**: Title that refers to the person responsible for management of overall incident operations.

**Officer**: Title that refers to a member of the Command Staff (Safety Officer, Public Information Officer, Liaison Officer).

**Chief**: Title that refers to a member of the General Staff (Planning Section Chief, Operations Section Chief, Finance Section Chief, Logistics Section Chief).

**Director**: Title that refers to the Positions of Branch Director that is in the Operations Section, or Logistics Section between the Divisions/Groups, and the Operations Section Chiefs (Branch Directors, Air Operations Branch Director, Service Branch Director).

**Supervisor**: Title that refers to the positions of Division/Group Supervisor that is in the Operations Section and lies between the Branch Director and Strike Team/Task Force Leader.

**Leader**: Title that refers to a position with supervision and management responsibility of either a group of resources (Strike Team or Task Force) or a unit, such as Ground Support, Medical, Supply, etc.

**Manager**: Title that refers to the lowest level of supervision within the Logistics Section: Equipment Manager, Base Manager, and Camp Manager. The only exception to this is the Staging Area Manager who reports directly to the Operations Section Chief.

**Single Resource**: Engine Company, Truck Company with a company officer and crew.

**The Incident Commander:** Role and Responsibilities after activation of an Operations Section Chief:

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 picture" 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.

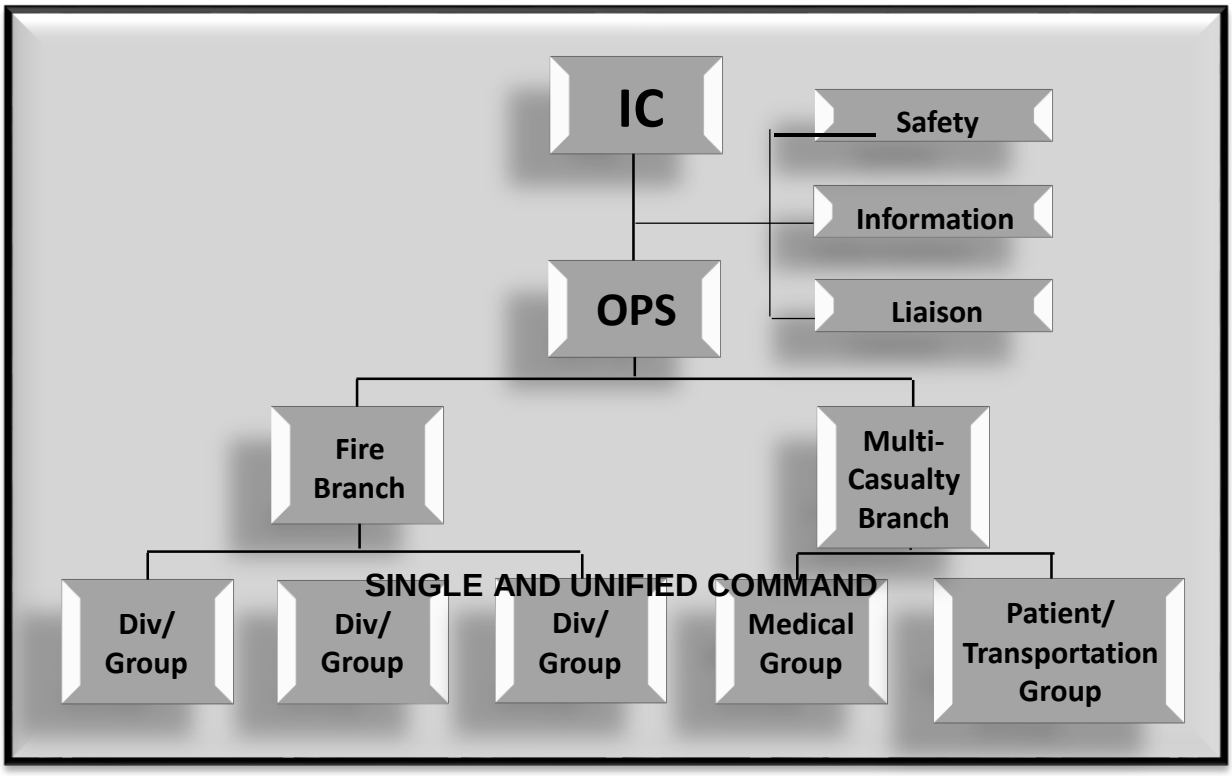
Roles and Responsibilities:

- Review and evaluate the plan, and initiate any needed changes
- Provide ongoing review of the overall incident (THE BIG PICTURE)
- Select priorities
- Stage Command and General Staff functions as necessary
- Provide direction to the Command and General Staff
- Review the organizational structure, initiate change or expansion to meet incident needs
- Establish liaison with other internal agencies and officials, outside agencies, property owners and/or tenants

**Command Staff:** Command staff positions are established to assume responsibility for key activities that are not a part of the line organization. Three specific staff positions are identified:

- Safety Officer
- Public Information Officer
- Liaison Officer

Additional positions might be required, depending upon the nature and location of the incident or requirements established by Incident Command.



**Command – Single and Unified:** The Incident Commander is responsible for overall management of the incident. Command also includes certain staff functions. The command function within the ICS may be conducted in two general ways:

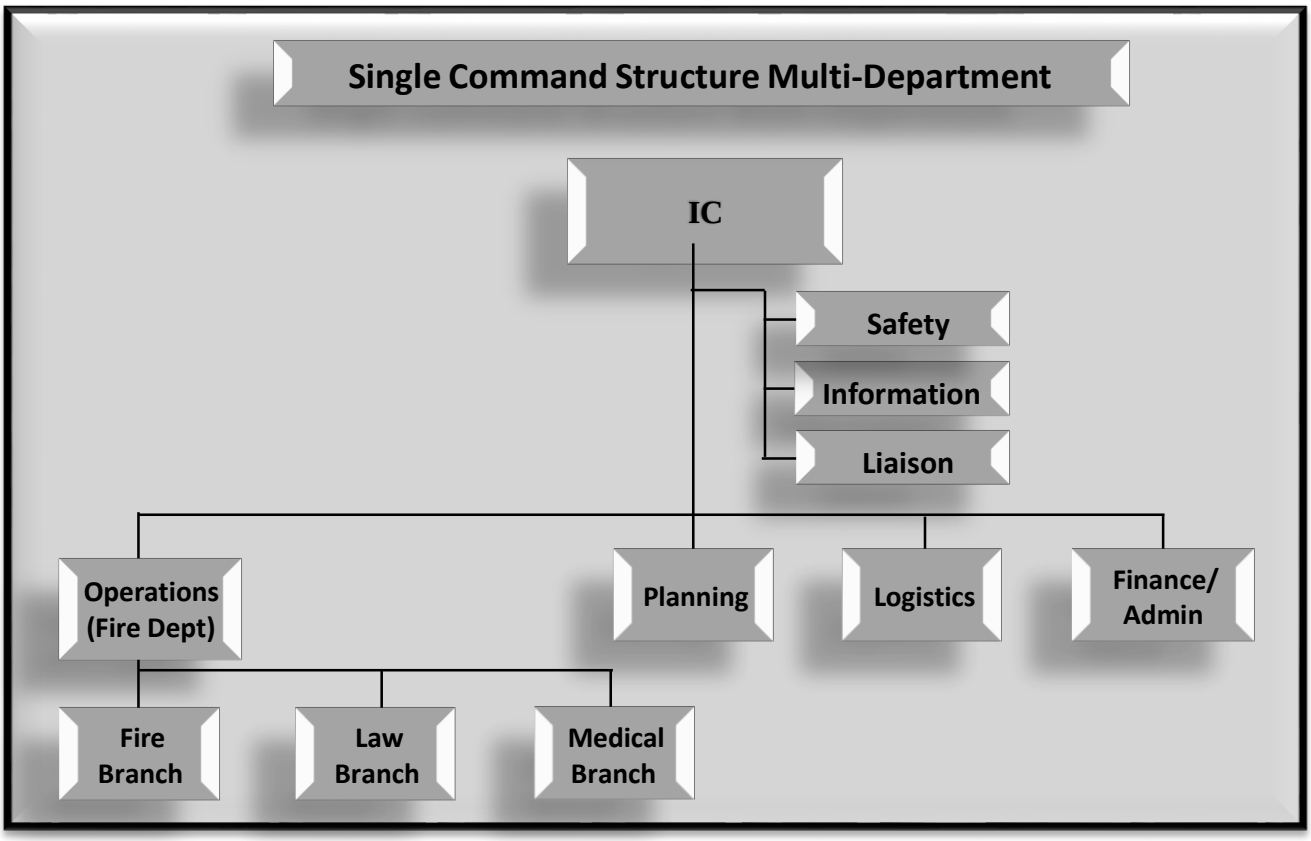
- Single Command
- Unified Command

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

The Incident Commander will prepare incident objectives that, in turn, will be the foundation upon which subsequent action planning will be based. The Incident Commander will approve the final action plan and approve all requests for ordering and releasing of primary resources. The Incident Commander may have a deputy. The deputy will have qualifications equal to the IC and be delegated authority when acting in the IC's absence.

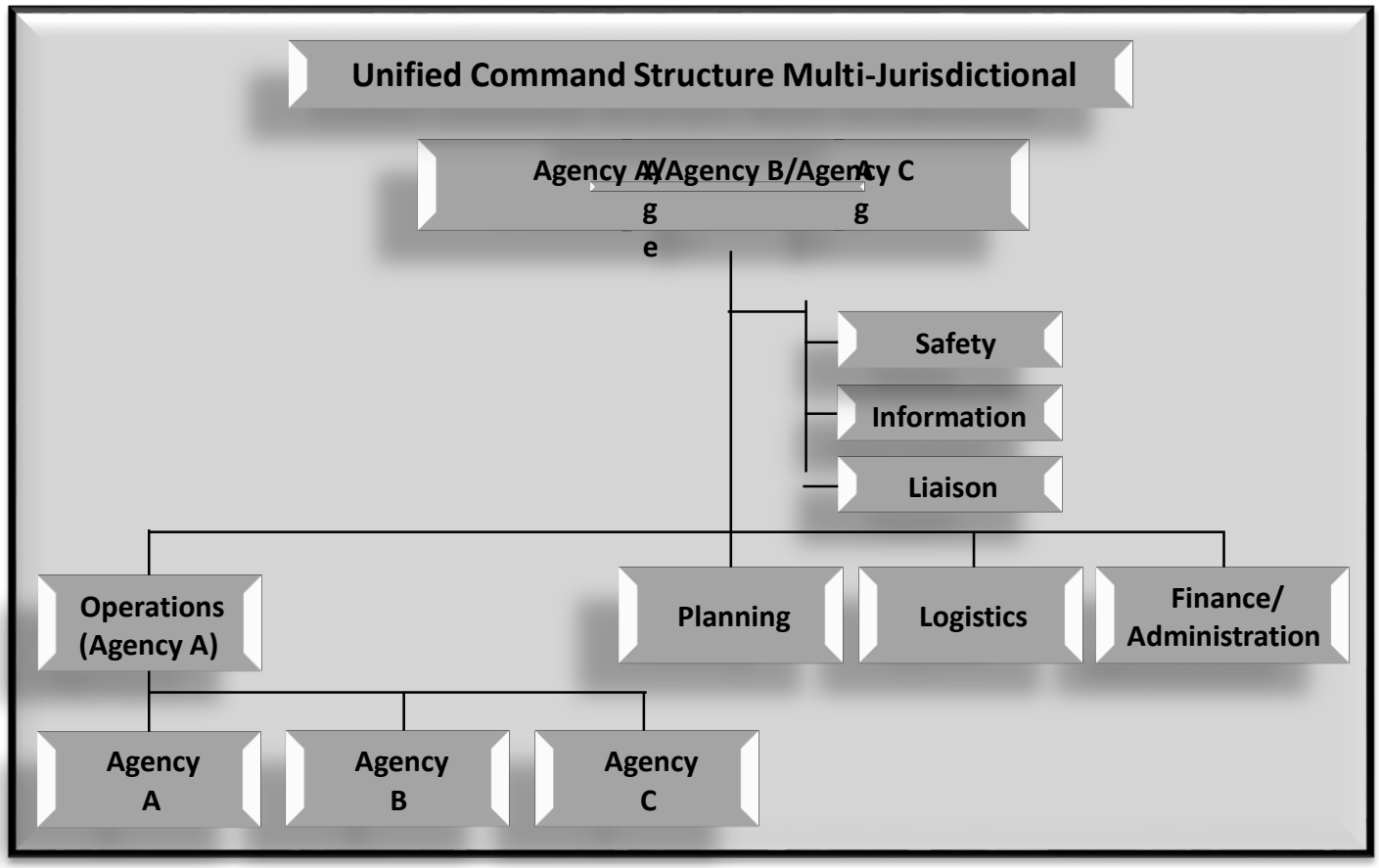
In an incident with a single jurisdiction where the nature of the incident is primarily a responsibility of one agency; e.g., fire, the deputy may be from the same agency. In a multi-jurisdictional incident or one which threatens to be multi-jurisdictional, the deputy role may be filled by an individual designated by the adjacent agency. More than one deputy could be involved.

Figure depicts an incident with Single Incident Command authority:



**Unified Command:** In a Unified Command Structure, the individuals designated by their jurisdictions or by different agencies within the same jurisdiction must determine priorities, incident objectives and strategies. The determination of which agency or department the Operations Section Chief represents must be made by mutual agreement of the Unified Command.

The incident is totally contained within a single jurisdiction, but more than one department or agency shares management responsibility due to the nature of the incident or the kinds of resources required; i.e., a passenger airliner crash. Fire, medical, and law enforcement all have immediate but diverse objectives. An example of this kind of Unified Command structure is depicted below:




**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 their 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 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 will report 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 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 must be made by mutual agreement of the Unified Commanders. It may be done on the basis of greatest jurisdictional involvement, number of resources involved, by existing statutory authority or by mutual knowledge of the individual's qualifications.

## APPENDIX A – GLOSSARY OF TERMS

**Agency Representative:** Individual assigned to an incident from an assisting or cooperating agency who 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.

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

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

**Assigned Resources:** Resources checked in and assigned work tasks on an incident.

**Assisting Agency:** An agency directly contributing suppression, rescue, support, or service resources to another agency.

**Available Resources:** Resources assigned to an incident and available for an assignment.

**Branch:** That organizational level having functional/geographic responsibility for major segments of incident operations. The Branch level is organizationally between Section and Division/Group.

**Buddy System:** Two individuals working as a team in the hazard area and two individuals present outside this hazard area for assistance or rescue at emergency operations where entry into the danger area is required. The standby members shall be responsible for maintaining a constant awareness of the number and identity of members operating in the hazardous area, their location and function, and time of entry. The standby members shall remain in radio, visual, voice or signal line communications with the team (NFPA 1500 6-4.4).

**CAN Report:** A field report from personnel operating on the fire ground to Command that includes three elements:

**C** - Conditions (Current fire conditions)
**A** - Actions (A description of the actions that they are taking)
**N** - Needs (A request for any resource needs)

**Clear Text:** The use of plain English in radio communications transmissions. No Ten Codes or agency specific codes are used when using Clear Text.

**Command Post (ICP):** That location at which primary incident command functions are executed, usually co-located with the Incident Base.

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

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

**Company Officer:** The individual responsible for command of a Company. This designation is not specific to any particular fire department rank (may be a Firefighter, Lieutenant, Captain, or Chief Officer if responsible for command of a single Company).

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

**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, utility company, etc.).

**Crew:** A specific number of personnel assembled for an assignment such as search, ventilation, or hose line deployment and operations. The number of personnel in a crew should not exceed recommended span-of-control guides (three to seven). A Crew operates under the direct supervision of a Crew Leader.

**Director:** ICS title for individuals responsible for command of a Branch.

**Dispatch Center:** A facility from which resources are directly assigned to an incident.

**Division:** That organization level having responsibility for operations within a defined geographic area. The Division level is organizational between Single Resources, Task Force, or the Strike Team and the Branch.

**Emergency Traffic:** "Emergency traffic" shall be used as a designator to clear the radio traffic for an emergency affecting the incident and can be declared by any member who becomes aware of an emergency affecting the incident. When a member declares “emergency traffic” that person shall use clear text to identify the type of emergency, change in conditions, or tactical operations. Once the emergency is concluded, the IC shall transmit the message "all clear, resume radio traffic" to end the emergency situation or to re-open the radio channels to communication after announcing the emergency message.

**Engine Company:** A ground vehicle providing specified levels of pumping, water, hose capacity and personnel.

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

**Flow Path:** The movement of heat and smoke from the higher pressure within the fire area to all lower air pressure areas both inside and outside of a fire building.

**General Staff:** The group of incident management personnel comprised of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance Section Chief.

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

**Incident Action Plan (IAP):** The strategic goals, tactical objectives, and support requirements for the incident. All incidents require an action plan. For simple incidents, the action plan is not usually in written form. Large or complex incidents will require that the action plan be documented in writing.

**Incident Clock:** The fire department communications center should start an incident clock for working structure fires or hazardous materials incidents, or when other conditions appear to be time sensitive or dangerous. The dispatch center shall notify the incident commander at predetermined incremental time periods that resources have been on the incident until the fire is knocked down or the incident becomes static. The incident commander shall be permitted to cancel the incident clock notification through the fire department communications center based on the incident conditions.

**Incident Command System (ICS):** 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.

**Incident Commander (IC):** The individual responsible for the management of all incident operations.

**Information Officer:** Responsible for interface with the media or other appropriate agencies requiring information direct from the incident scene. Member of the Command Staff.

**Initial Attack:** Resources initially committed to an incident.

**Ladder Company:** See Truck Company.

**Leader:** The individual responsible for command of a Task Force, Strike Team, or Functional Unit.

**Liaison Officer:** The point of contact for assisting or coordinating agencies. Member of the Command Staff.

**Logistics Section:** Responsible for providing facilities, services, and materials for the incident. Includes the Communications Unit, Medical Unit, and Food Unit within the Service Branch and the Supply Unit, Facilities Unit, and Ground Support Unit within the Support Branch.

**Mayday:** "Mayday" shall be used as the designator to identify when a member is in a life-threatening situation and in need of immediate assistance and can be declared by any member who becomes aware of a member who is in a life-threatening situation and in need of immediate assistance. The incident commander shall conclude the "Mayday" by transmitting "Mayday cleared, resume normal radio traffic."

**Officer:** The Command Staff positions of Safety, Liaison, and Information.

**Operational Period:** The period of time scheduled for execution of a given set of operations actions as specified in the Incident Action Plan.

**Operations Section:** Responsible for all tactical operations at the incident. Includes up to 5 Branches, 25 Divisions/Groups, and 125 Single Resources, Task Forces, or Strike Teams.

**Out-of-Service Resources:** Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

**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, Resource, Documentation, and Demobilization Units as well as Technical Specialists.

**Rescue Company:** A ground vehicle providing specified rescue equipment, capability, and personnel.

**Resources:** All personnel and major items of equipment available, or potentially available, for assignment to incident tasks on which status is maintained.

**Responder Rehab (Rehabilitation):** That function and location that shall include medical evaluation and treatment, food and fluid replenishment, and relief from extreme climatic conditions for emergency responders, according to the circumstances of the incident.

**Rapid Intervention Crew/Company (RIC)** A crew or company designated to standby in a state of readiness to rescue emergency personnel.

**Safety Officer:** Responsible for monitoring and assessing safety hazards, unsafe situations, and developing measures for ensuring personnel safety. Member of the Command Staff.

**Section:** That organization level having functional responsibility for primary segments of incident operations, such as: Operations, Planning, Logistics, Finance/Administration. The Section level is organizationally between Branch and Incident Commander.

**Section Chiefs:** Title that refers to a member of the General Staff (Planning Section Chief, Operations Section Chief, Finance/Administration Section Chief, Logistics Section Chief).

**Single Resource:** An individual Company or Crew.

**Staging Area:** That location where incident personnel and equipment are assigned on an immediately available status.

**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.

**Strike Team:** Five (5) of the same kind and type of resources with common communications and a leader.

**Supervisor:** Individuals responsible for Command of a Division/Group.

**Tactical Objectives:** The specific operations that must be accomplished to achieve strategic goals. Tactical objectives must be both specific and measurable. Tactical level operations are typically handled at the Division/Group level or below.

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

**Technical Specialists:** Personnel with special skills who are activated only when needed. Technical 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 ICS organizational structure as needed.

**Truck Company:** A ground vehicle providing an aerial ladder or other aerial device and specified portable ladders and equipment capability and personnel.

**Unit:** That organization element having functional responsibility for a specific incident's Planning, Logistics, or Finance/Administration activity.

**Water Tender:** Any ground vehicle capable of transporting specified quantities of water.

## Appendix B – Integrated Communications

Communications at the incident are managed through the use of a common communications plan and an incident-based communications center established solely for the use of tactical and support resources assigned to the incident. All communications between organizational elements at an incident should be in plain English ("clear text"). No codes should be used and all communications should be confined only to essential messages. The Communications Unit is responsible for all communications planning at the incident. This will include incident-established radio networks, on-site telephone, public address, and off-incident telephone/microwave/radio systems.

**Radio Networks** Radio networks for large incidents will normally be organized as follows:

| | |
|---|---|
| Command Frequency | This net should link together: Incident Command, key staff members, Section Chiefs, Division and Group Supervisors. |
| Tactical Frequency | There may be several tactical nets. They may be established around agencies, departments, geographical areas, or even specific functions. The determination of how nets are set up should be a joint Planning/Operations function. The Communications Unit Leader will develop the plan. |
| Support Net | A support net will be established primarily to handle status-changing for resources as well as for support requests and certain other non-tactical or command functions. |
| Air to Ground Net | A Air to Ground tactical net may be designated or regular tactical nets may be used to coordinate Air to Ground traffic. |
| Air-to-Air Net | Air-to-air nets will normally be pre-designated and assigned for use at the incident. |

**Appendix C**
**Sample Tactical Worksheets**
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Sample 1 – Front Side

*Single Story Structure*

| Time/Alarm | Address Unit No. | Inc. No. | Date |
|---|---|---|---|
| Time/Scene | Occupancy-Size/Type | Property Loss | |
| First Scene | DBA/Occupant<br>Telephone | Contents Loss | |
| Agent Appl. | Owner<br>Telephone | Civ. Inj. | Civ. Fatal. |
| Knockdown | Owner Address | F.D. Inj. | F.D. Fatal. |

| ENR. | ONS | Assignment | AVI |
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| Assignments | |
|---|---|
| IC | Plans |
| Operations | Logistics |
| Lobby | Staging |
| Base | |

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|---|---|---|---|---|---|
| | Media Contact | | Helicopters | | Heavy Utility |
| | ICP and Base Location | | Helicopter Support | | Public Utilities |
| | Law Enforcement | | Tractors | | Communications |
| | Emergency Air | | Command Unit | | Food Service |
| | Chief Officers | | Liaison | | Weather |
| | EMS | | Mobile Lab | | Arson Unit |
| | Rescue Ambulance | | Foam Carrier | | |
| | PIO | | Emergency Lighting | | |

**Resource and Situation Status Record**

Sample 1 – Back Side

*Multi-Story Structure*

| | | | |
|---|---|---|---|
| Time/Alarm | Address Unit No. | Inc. No. | Date |
| Time/Scene | Occupancy-Size/Type | Property Loss | |
| First Scene | DBA/Occupant<br>Telephone | Contents Loss | |
| Agent Appl. | Owner<br>Telephone | Civ. Inj. | Civ. Fatal. |
| Knockdown | Owner Address | F.D. Inj. | F.D. Fatal. |

| ENR | ONS | Assignment | AVI |
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| Situation | Resources |
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| Assignments | |
|---|---|
| IC | Plans |
| Operations | Logistics |
| Lobby | Staging |
| Base | |

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|---|---|---|---|---|---|
| | Media Contact | | Rescue/Evacuation | | Salvage |
| | ICP and Base Location | | Recon | | Communications |
| | Law Enforcement | | Helicopters | | Public Utilities |
| | Emergency Air | | Ventilation | | Food Service |
| | Chief Officers | | Air Conditioning | | Investigation Unit |
| | EMS | | Stairwells | | Safety Officer |
| | Rescue Ambulance | | Elevators | | |
| | PIO | | Standpipe Supply | | |

| **INCIDENT BRIEFING**<br>ICS 201<br>5/94 | 1. Incident Name | 2. Date Prepared | 3. Time Prepared |
|---|---|---|---|
| 4. Map Sketch | | | |
| Page 1 of 4 | 8. Prepared by (Name and Position) | | |

| 7. Summary of Current Objectives and Actions |
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| CURRENT OBJECTIVES: |
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| CURRENT ACTIONS: |
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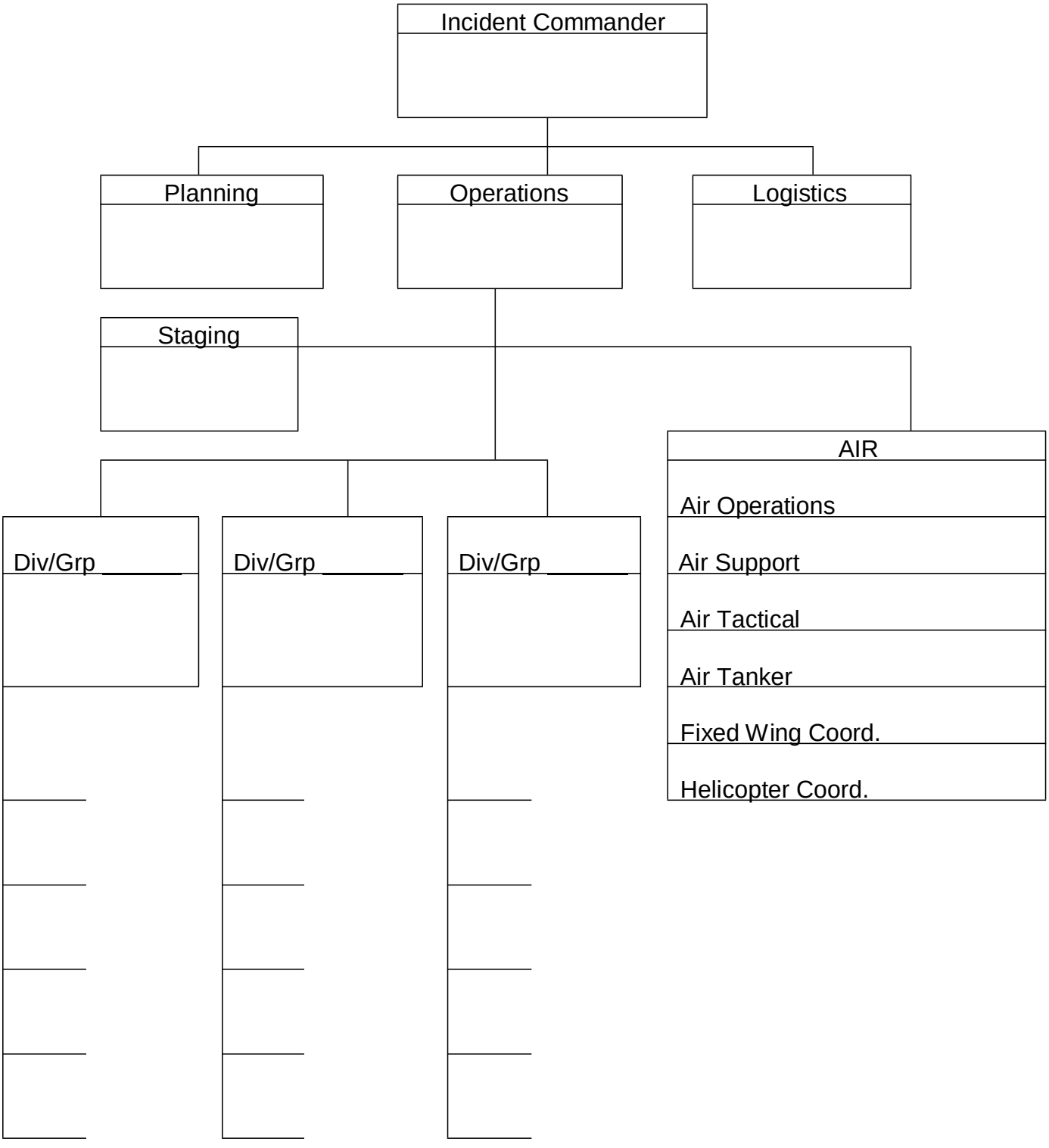
| ICS 201 5/94 Page 2 of 4 |

6. Current Organization



| 5. Resources Summary | | | | |
|---|---|---|---|---|
| Resources Ordered | Resource Identification | ETA | On Scene √ | Location/Assignment |
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| ICS 201 5/94 Page 4 of 4 | | | | |

**Appendix D**
**Tactical Priorities and Strategic Objectives**

Scientific studies conducted by the International Society of Fire Service Instructors and Underwriters Laboratories have shown that structure fires today are more volatile than in years past due to an increase in synthetics used in furnishings, lightweight building construction and energy efficient features in structures. These new fuels and construction techniques have challenged the fire service to reevaluate how it extinguishes structure fires.

The acronym **SLICERS** was created to guide initial engine company operations. It is effective as an initial attack sequence for the initial arriving officer to determine tactical priorities. As the command officer arrives, **RECEO-VS** is an effective acronym to use for overall strategic objectives guiding the incident.

# SLICERS

The first five actions are sequential:

**S**ize up: Consists of three components. The first component is all of the information the Incident Commander had prior to the incident (weather conditions, staffing, pre-fire plan information, etc.) The second component is the information garnered when the Incident Commander arrives on scene and conducts a 360 walk around. These may include type of occupancy, visual smoke and fire, reports of victims, etc. The final component recognizes that size up is a continuous process throughout the incident.

**L**ocate the fire: The location of the fire, as well as the location of super-heated gasses produced by the fire, need to be determined. An effective tool to help locate the fire is with the use of a thermal imaging camera if available.

**I**dentify and control flow path: If a flow path is identified, attempt to control it by controlling the door or window. Forcible entry openings should be considered as ventilation. Simply opening the door can cause increases in temperatures inside the fire building. If a flow path is not present, don't create one until resources are properly positioned.

**C**ool the space from safest location: Early application of water is important to reduce the thermal threat to firefighters. Water has shown to improve the conditions to the fire building for the occupants and firefighters. Given the information from the size-up, location of fire and flow path, a decision is made on where and how to cool the super-heated area of the building. The water may be applied from the exterior if appropriate, or interior application may be needed to cool the heated compartments (large building, attic fires).

**E**xtinguish the fire: Completely extinguish the fire with direct water application.

The final two actions are actions of opportunity and can be taken at any point during operations:

**R**escue: At any time in an incident, personnel may have an opportunity to remove trapped or endangered occupants. A challenge often seen with departments operating with limited staffing may be arriving on scene with active fire and a known rescue situation and the need to make a decision on which tactic is a priority; protect the occupants, remove them from the structure, or knock down the fire threat to remove the hazard. An option to use in this scenario could be to utilize the pump operator to reduce the thermal threat, while the officer and firefighter work to remove the trapped occupants based on a Vent-Enter-Isolate-Search technique. In order to do this, a window is assessed based on possible location of victims, smoke conditions, etc. The window is ventilated by forcible entry the firefighter enters the room and immediately closes the room door to isolate and control the flow path and conduct a search.

**S**alvage: Personnel should use compartmentalization to control fire spread and smoke when possible. Proper water application and removal of property from the structure also increases salvage.

## RECEO-VS

RECEO-VS continues to be effective from a command perspective to recall incident priorities after the initial engine company's actions to ensure rescue has been made, exposures managed, and extinguishment taken place. The ventilation and rescue components can be accomplished at any time that a need or opportunity arises.

**R**escue: Human life is the most important consideration at an incident. Tactics such as extinguishment, Vent-Enter-Isolate-Search, door control may be tactics employed towards protecting people, but the strategy is rescue.

**E**xposure Protection: Preventing a fire from spreading to uninvolved buildings or separate units. After determining that no people are inside a fire building, initial efforts may be the protection of nearby buildings.

**C**onfinement: Preventing the fire from extending to uninvolved portions of the building. A common example is a strip mall with a common attic. Tactics must be employed to stop the fire from spreading throughout the building via the attic or other corridors of travel.

**E**xtinguishment: This is simply putting water on the fire. The proper method of extinguishment is incident driven. The size of the fire; the site type and age of the construction; the contents of the occupancy must all be considered when determining the tactics for extinguishment.

**O**verhaul: Ensuring that the fire is completely out is the purpose of overhaul. This is a dangerous aspect of the incident. Personnel are more relaxed, tired and perhaps less alert. Danger of collapse is an issue during the overhaul portion of the incident. Dangerous gasses are still present and personnel may be tempted to remove their breathing apparatus. Also, if an investigator has been requested for the incident, it is imperative the overhaul process is coordinated with the investigator so that important evidence is not destroyed.

**V**entilation: Ventilation may need to occur at any time in the incident, for different reasons and may utilize different tactics.

**S**alvage: After the preservation of life, the conservation of property is one of the most important tenets of the fire service--yet often overlooked. Salvage operation include, but are not limited to, the removal of property from the structure and the protection of property from water damage. Prior to leaving the incident, crews should consider actions that can be taken to protect the property from weather and intruders.

# Appendix G - References

# FIRESCOPE CALIFORNIA

## High Rise Publication
## ICS 420-1 2017 Edition
## Chapter 20

# CHAPTER 20

# HIGH RISE

## INTRODUCTION

The High Rise module describes an all-hazard organization designed to provide effective management and control of essential functions at incidents occurring in large, multi-story buildings. These incidents may present significant management, logistical, and safety challenges to emergency personnel.

The size and complexity of the interior spaces, limited and arduous access, extended travel and response times, and the concentrated occupant load with egress challenges all contribute to the problems faced by emergency responders.

Additionally, most high rise structures are equipped with various environmental, fire protection, and life safety systems that require support and control. Successful emergency operations in these types of buildings also require preplanning and technical competence on the part of emergency responders.

## MODULAR DEVELOPMENT

The order in which the Incident Command System (ICS) organizational structure develops may vary with the type and scope of the incident. Following are examples of modular development of the ICS that serve to illustrate typical methods of expanding the management organization at a high rise incident. These examples reflect the size and complexity of the incident and the available resources at a given time in the incident:

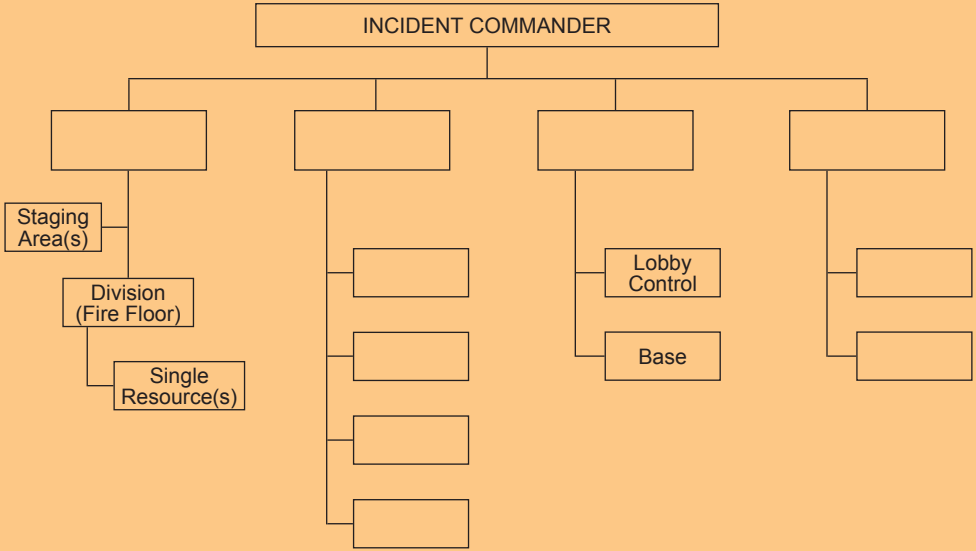
Initial Response Organization: The Incident Commander manages the initial response resources as well as all Command and General Staff responsibilities.

Multi-Division/Group Response Organization: The Incident Commander has established most Command and General Staff positions and has established a combination of divisions and groups to reflect the location and nature of the incident.

Multi-Branch Response Organization: The Incident Commander has identified a number of actual or potential incident challenges and has established all Command and General Staff positions. The Incident Commander has also established several branches to effectively manage the problems and the resources required for mitigation.

# HIGH RISE – INITIAL RESPONSE ORGANIZATION





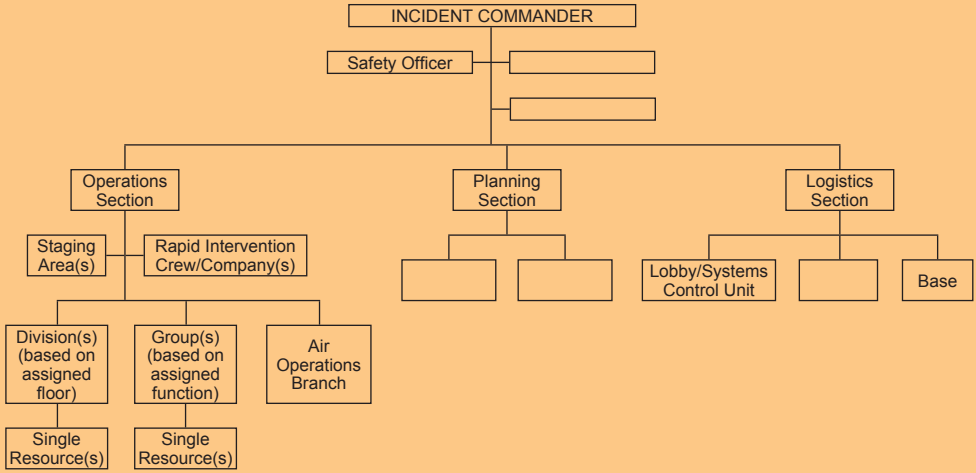





High Rise – Initial Response Organization: This chart depicts the initial assignment including a Command Officer on a fire involving a single floor of a high rise building. The IC has deployed resources to Fire Attack, Lobby Control, Staging, and Base (ALS-BASE). Consider establishing Rapid Ascent Team(s) early in the incident.

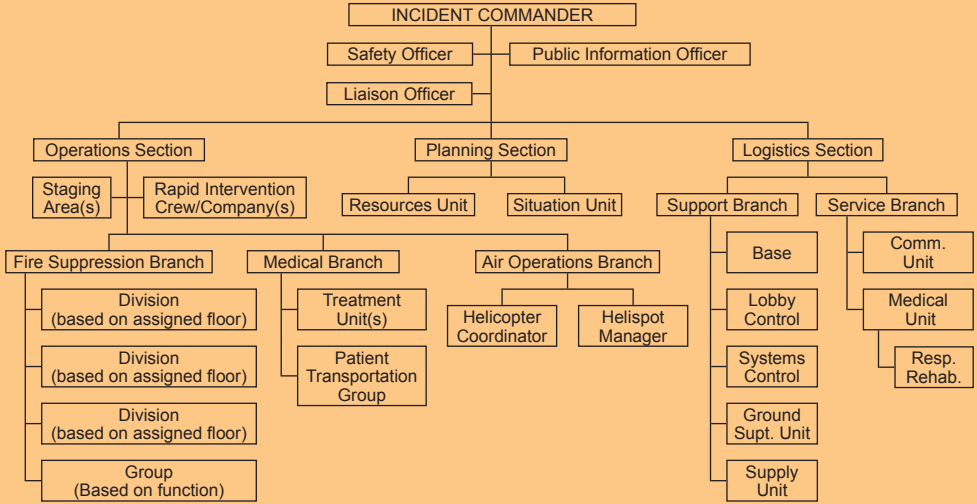
# HIGH RISE – MULTI-DIVISION/GROUP RESPONSE ORGANIZATION






High Rise – Multi-Division/Group Response Organization: As additional resources arrive, the Incident Commander has activated the Operations Section Chief along with multiple Divisions to supervise action on each involved or threatened floor. Rapid Intervention Crews/Companies are assigned as determined most effective by Operations. Groups may be assigned functions such as search, rescue, evacuation, and medical. Air Operations Branch will coordinate helicopters used for evacuations or reconnaissance. The Planning Section is activated with selected units. Logistics is assigned to manage Lobby Control, Systems Control, Ground Support, and the Incident Base.

# HIGH RISE – MULTI-BRANCH RESPONSE ORGANIZATION




High Rise – Multi-Branch Response Organization: The fire has involved multiple floors with various Divisions and Groups assigned. This complexity has led the Operations Section to create a Fire Suppression Branch to manage these Divisions and Groups. A Medical Branch is established, and the Air Operations Branch is expanded. Consider establishing a Law Branch. The Planning Section has expanded to include the Resources Unit and Situation Unit. Logistics Section has activated the Support and Service Branches as well as various Units within each Branch to accommodate the extensive logistical requirements for this size incident.

## DESIGNATED INCIDENT FACILITIES

Base and Staging have modified functions and locations in high rise incidents:

**Staging Area**: The challenging nature of high rise incidents requires modification to the standard ICS concept of a Staging Area. The limited access and vertical travel distance of large high rise buildings require establishment of a resource Staging Area within the building. The high rise Staging Area must also serve multiple functions. The Staging Area is generally located a minimum of two floors below the emergency, as long as the atmosphere is tenable. The specific changes are described in the Staging Area Manager's Position Description.

**Base**: The Base at a high rise incident resembles a ground-level Staging Area. The main difference between Base and a typical Staging Area is that Base must be expanded to perform the functions inherent to supporting large numbers of personnel and equipment. Base should be located away from the incident building to provide for the safety of personnel and equipment.

## ORGANIZATION AND OPERATIONS

Certain existing ICS positions and functional units within the high rise incident organization have modified responsibilities that require full descriptions. These positions include Staging Area Manager, Rapid Intervention Group Supervisor, Base Manager, Ground Support Unit Leader, and Evacuation Group Supervisor.

**Specialized High Rise ICS Positions**: Lobby Control Unit Leader, Systems Control Unit Leader, and Rapid Ascent Team Leader are specialized functional positions specific to a high rise incident.

Lobby Control Unit is established to provide access control, accountability, and routing inside the building. During the initial period of an incident, or in a less complex building, the Lobby Control Unit may assume the functions of the Systems Control Unit as shown in the basic organization chart.

As the incident escalates, a separate Systems Control Unit may be established to operate, supervise, and coordinate the vital operation of specialized systems incorporated into modern high rise buildings. These systems may include electrical supply and smoke removal systems. Systems Control Unit coordinates the efforts of various Technical Specialists who might be required to assist in the operation and/or repair of the various systems.

The High Rise Rapid Ascent Team Leader is responsible for directing and/or relocating the building occupants and casualties through the evacuation stairwell(s) to refuge area(s).

The positions and modifications are described in the position checklists that follow. The major responsibilities and procedures for each are further explained in the position manuals.

## POSITION CHECKLISTS

**HIGH RISE LOBBY CONTROL UNIT LEADER** – The High Rise Lobby Control Unit Leader's primary responsibilities are as follows: maintain an accountability system, control all building access points and direct personnel to correct routes, control and operate elevator cars, and direct building occupants and exiting personnel to proper ground-level safe areas. As directed by the Incident Commander or agency policy, this unit may be assigned the responsibilities of the Systems Control Unit. The Lobby Control Unit Leader reports to the Support Branch Director (if established) or to the Logistics Section Chief. The Lobby Control Unit Leader should be prepared to provide the Incident Commander or Planning Section with current information from the personnel accountability process.

The safest method of ascending to upper floors is the use of stairways. The use of elevators for emergency operations should be determined by department policy. This determination is the ultimate responsibility of the Incident Commander; however, the Lobby Control Unit Leader coordinates the actual use of elevators:

a. Review Chapter 1 *Common Responsibilities.*
b. Make entry, assess situation, and establish Lobby Control position.
c. Determine needs (e.g., personnel, equipment, communications, and supplies).
d. Obtain building access keys.
e. Establish control of all building access/egress points.
f. Maintain accountability for personnel entering/exiting the building.
g. Ensure personnel are directed to the appropriate stairway(s)/elevator(s) for assignment.

h. Direct building occupants to evacuation routes or refuge areas.
i. Control the elevators and provide operators if approved for use by the Incident Commander.
j. Perform the functions of the Systems Control Unit until established.
k. Provide briefings and information to immediate supervisor.
l. Secure operations and release personnel as determined by the Demobilization Plan.
m. Maintain Unit/Activity Log (ICS Form 214).

**HIGH RISE SYSTEMS CONTROL UNIT LEADER** – The High Rise Systems Control Unit Leader is responsible for evaluating and monitoring the functions of all built-in fire protection, life safety, environmental control, communications, and elevator systems. The Systems Control Unit Leader may operate, support, or augment the systems as required to support the incident plan. The Systems Control Unit Leader reports to the Support Branch Director (if established) or to the Logistics Section Chief. Working with the building's engineering staff, the System Control Unit Leader may respond directly to requests from the Operations Section Chief by using the manual operation modes of the various built-in systems. The Systems Control Unit Leader must establish and maintain a close liaison with building's engineering staff, utility company representatives, and other appropriate technical specialists:

a. Review Chapter 1 *Common Responsibilities.*
b. Obtain briefing from Lobby Control Unit Leader to include the type and performance of built-in systems.
c. Evaluate current situation and determine needs (e.g., personnel, equipment, communications, and supplies).
d. Establish communication with the building engineer, utility company representatives, elevator service personnel, security personnel, and others to coordinate the operation of selected systems.

e. Assign personnel to monitor all building fire protection/life safety systems.
f. Evaluate the status and operation of the building's fire and domestic water pumps and water supply (support as needed).
g. Evaluate the operational effectiveness of the heating, ventilation, and air-conditioning system (HVAC); the smoke removal system; and stairwell protection systems (support as needed).
h. Evaluate the building's electrical system, emergency power systems, and security systems (support as needed).
i. Evaluate the public address, telephone, emergency phone, and other building communications systems (support as needed).
j. Secure operations and release personnel as determined by the Demobilization Plan.
k. Maintain Unit/Activity Log (ICS Form 214).

**HIGH RISE STAGING AREA MANAGER** – The High Rise Staging Area Manager is responsible for the management of all functions at the Staging Area and reports to the Operations Section Chief:

a. Review Chapter 1 *Common Responsibilities.*
b. Proceed to selected location, evaluate layout and suitability, and make recommendations regarding relocation, if appropriate.
c. Determine needs (e.g., personnel, equipment, communications, and supplies).
d. Establish Staging Area layout and identify/post each functional area (e.g., air cylinder exchange, equipment cache, and Medical Unit/Rehabilitation Area if co-located within the Staging Area).

e. Determine, establish, or request needed facility services (e.g., drinking water, heating, cooling, restrooms, and lighting).
f. Request resupply or movement of equipment with Support Branch or Logistics Section.
g. Coordinate with Logistics Section or Systems Control Unit to maintain an atmosphere free of contamination (outside of an IDLH).
h. Maintain a personnel accountability system for arriving and departing crews.
i. Request and maintain required resource levels from the Operations Section Chief.
j. Coordinate with the Rapid Intervention Group Supervisor to designate area(s) for Rapid Intervention Crew(s) (RIC) to standby, if co-located within the Staging Area.
k. Direct crews and equipment to designated locations as requested by the Operations Section Chief or Incident Commander.
l. Secure operations and release personnel as determined by the Demobilization Plan.
m. Maintain Unit/Activity Log (ICS Form 214).

**HIGH RISE BASE MANAGER** – The High Rise Base Manager is responsible for the management of all functions at the Base location. This position within the organization differs from the standard ICS in that a Facilities Unit is not appropriate for this type of incident, and the High Rise Base Manager reports directly to the Support Branch Director (if established) or the Logistics Section Chief:

a. Review Chapter 1 *Common Responsibilities.*
b. Participate in Support Branch/Logistics Section planning activities.
c. Determine needs (e.g., personnel, equipment, communications, and supplies).

d. Evaluate layout and suitability of the selected Base location, and make recommendations regarding relocation, if appropriate.
e. Establish Base layout and identify functional areas to support the incident (e.g., Apparatus Parking, Crew Ready Area, Equipment Pool, Rehabilitation Area, Command Post, and Sanitation).
f. Provide for safety, security, and traffic control at Base and Command Post.
g. Provide facility services at Base and Command Post (e.g., sanitation, lighting, and information technology (IT) services).
h. Maintain accountability of personnel and equipment in Base.
i. Direct personnel and equipment to designated locations as requested.
j. Update Support Branch, Logistics Section, or Incident Commander as directed.
k. Secure operations and release personnel as determined by the Demobilization Plan.
l. Maintain Unit/Activity Log (ICS Form 214).

**HIGH RISE RAPID ASCENT TEAM LEADER** – The High Rise Rapid Ascent Team Leader is responsible for directing and/or relocating the building occupants and casualties through the evacuation stairwell(s) to refuge area(s). The High Rise Rapid Ascent Team Leader is not responsible for the rescue or recovery of occupants and casualties from the emergency. The High Rise Rapid Ascent Team Leader reports to the Evacuation Group, Search Group, Branch Director, or Operations Section Chief:

a. Review Chapter 1 *Common Responsibilities*.
b. Determine needs (e.g., personnel, equipment, communications, and supplies)
c. Evaluate evacuation in progress.

d. Confirm operational stairwell(s) with Operations Section Chief.
e. Confirm evacuation stairwell(s) with Operations Section Chief.
f. Search for and clear stairwell(s) of occupants and casualties.
g. Assess or identify refuge area(s).
h. Direct occupants out of stairwell(s) and relocate to refuge area(s).
i. Ensure ventilation/pressurization of stairwell(s) and refuge area(s).
j. Monitor stairwells until released by immediate supervisor.
k. Secure operations and release personnel as determined by the Demobilization Plan.
l. Maintain a Unit/Activity Log. (ICS Form 214).

**HIGH RISE RAPID INTERVENTION GROUP SUPERVISOR**

The High Rise Rapid Intervention Group Supervisor is responsible for the management of Rapid Intervention Crew(s). The High Rise Rapid Intervention Group Supervisor's organizational responsibilities vary from the standard ICS position due to the potential for above ground operations, extended response times, and RIC(s) operating on different floors/stairwells. This position reports to the Operations Section Chief and requires close coordination with the Division/Group Supervisors and the Staging Area Manager:

a. Review Chapter 1 *Common Responsibilities.*
b. Participate in Operations Section planning activities.
c. Determine needs (e.g., personnel, equipment, communications, and supplies).
d. Evaluate tactical operations in progress.
e. Evaluate floor plans above and below emergency operations.

f. Assign and brief Rapid Intervention Crew(s) based on number of stairwells and floors used for emergency operations.
g. Ensure that Rapid Intervention Crew(s) are prepared for deployment.
h. Notify Operations Section Chief or Incident Commander when Rapid Intervention Crew(s) are operational and/or deployed.
i. Develop Rapid Intervention Crew(s) contingency plans.
j. Secure operations and release personnel as determined by the Demobilization Plan.
k. Maintain Unit/Activity Log (ICS Form 214).

**HIGH RISE EVACUATION GROUP SUPERVISOR** – The High Rise Evacuation Group Supervisor is responsible for managing the movement of building occupants through designated evacuation route(s) to a safe location. This position reports to a Branch Director (if established) or the Operations Section Chief:

a. Review Chapter 1 *Common Responsibilities.*
b. Participate in Operations Section planning activities.
c. Determine needs (e.g., personnel, equipment, communications, and supplies).
d. Evaluate evacuation in progress.
e. Confirm evacuation stairwell(s) with the Operations Section.
f. Ensure ventilation of evacuation stairwell(s) and refuge area(s).
g. Coordinate evacuation message with Systems or Lobby Control Unit utilizing the building's Public Address System.
h. Assign personnel to the evacuation stairwell(s) for assisting/directing building occupants and casualties to a safe location.
i. Secure operations and release personnel as determined by the Demobilization Plan.
j. Maintain Unit/Activity Log (ICS Form 214).

**HIGH RISE GROUND SUPPORT LEADER** – The High Rise Ground Support Unit Leader is responsible for facilitating the movement of personnel, equipment, and supplies from Base to Staging. This includes the refilling of Self-Contained Breathing Apparatus (SCBA) air cylinders; providing fueling, service and maintenance of vehicles and portable power equipment; and implementing the ground level Traffic/Movement Plan at the incident including marking safe access routes and zones. The High Rise Ground Support Unit Leader reports to the Support Branch Director (if established) or the Logistics Section Chief:

a. Review Chapter 1 *Common Responsibilities.*
b. Participate in Support Branch/Logistics Section planning activities.
c. Determine needs (e.g., personnel, equipment, communications, and supplies).
d. Identify, establish, and implement safe access routes as identified in the Traffic and Personnel Movement Plans.
e. Assign personnel to transport services including stairwell, ground level, and general motor transport.
f. Assign personnel to fueling, maintenance, and support of apparatus and portable power equipment and emergency power systems, as appropriate.
g. Assign personnel to SCBA air cylinder refilling, maintenance and support.
h. Maintain inventory of support and transportation vehicles and maintenance, and fuel supplies.
i. Update Support Branch, Logistics Section, or Incident Commander, as directed.
j. Secure operations and release personnel as determined by the Demobilization Plan.
k. Maintain Unit/Activity Log (ICS Form 214).