



Fire Chiefs' Association of Broward County

Standard Operating Guidelines

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I. Table of Content

Introduction

ICS Organization

Common Terminology

General Guidelines

Establishing Command

Command Options

Transfer/Passing of Command

Staging Options

Position Descriptions

- Incident Commander
- Incident Commander Aide
- Operations Section Officer
- Branch Director
- Division/Group Supervisor
- Safety Officer
- Public Information Officer
- Liaison Officer
- Rehabilitation Officer
- Planning Section Officer
- Finance/Administrative Officer
- Logistics Officer
- Staging Officer

Appendixes

1. Communications (Mutual Aid)
2. Emergency Evacuation from Hazard Zone
3. Pass Device Activation
4. Countywide Numbering System
5. Uniform Apparatus Designations

II. Introduction

Lessons learned from hurricanes and other natural disasters, as well as recommendations from the Federal Government, the Florida Fire Chief's Association, and the National Fire Academy, serve to reinforce the need for **ONE** type of incident command system in Broward County, with a common vocabulary. It is for use by **ALL** governmental agencies, at all levels. The Fire Chief's Association of Broward County during the spring of 1996 officially adopted this approach.

It is the intent of this manual to serve as a reference and instructional guide for providing a single uniform Incident Command System to **ALL** of the Broward County, Florida Fire Rescue agencies. Moreover, it is hoped that all emergency response agencies in Broward County, such as Police, Emergency Management, Red Cross, Public Works, etc. adopt and utilize this system. Furthermore, these procedures were designed to meet the requirements of NFPA 1561 and are totally compatible with the incident command systems utilized by the Federal Government and recommended by the Florida Fire Chief's Association.

Finally, for those seeking additional information and instructional assistance, the following will prove to be helpful:

- NIIMS Model Procedures for Structural Firefighting – Fire Protection Publications – Oklahoma State University
- Incident Command System Student Manual (NFA-ICS-SM) – National Fire Academy
- NIIMS Field Operations (FOG) ICS-420-1

III. ICS Organizations

Under the Incident Command System (ICS) the ultimate control and direction of all emergency response resources falls under a single individual, the Incident Commander, except where a Unified Command is established. The Incident Commander is responsible for the overall incident response effort and implementation of the appropriate portions of this plan. This Command System is quite flexible in that the Incident Commander can activate, consolidate, or delete various positions depending upon the needs of the incident. Although this structure is designed for full or partial implementation, it is important that all position roles are reviewed to ensure vital functions are not overlooked.

It is recommended that the person ultimately taking command at an incident is a Chief Officer or other qualified individual, highly trained and skilled in the Incident Command System. The Incident Command System is not rank structured, but can be filled from whatever positions are best suited for the needs of the individual organization.

The degree of plan implementation will again depend on the nature and magnitude of the incident. The following pages outline the roles and responsibilities of the various areas of the Command structure.

The ICS organizational structure develops in a modular fashion based on the kind and size of an incident. This modular escalation will allow a manageable span of control for all participants throughout the incident. Span of control is defined as the number of subordinates one supervisor can manage effectively. In emergency situations, the accepted limit is five. The organization's staff builds from the top down with the responsibility and performance placed initially with the Incident Commander. As the need exists, four separate sections can be developed, each with several units, which may be established.

These sections are identified as:

1. Operations – All activities directed toward hazard reduction and control
2. Planning – Collection, evaluation, and dissemination of information
3. Logistics – Provides support needs to the incident
4. Finance/Administration – Responsible for all costs incurred at the incident In addition to these four sections,

Command Staff may include the following:

1. Safety Officer
2. Public Information Officer
3. Liaison Officer
4. Incident Commander Aide

VI. Command Sequence

A. Highly dynamic situations require sound, organized thinking. The Command Sequence is a standardized sequential thought process, which enables the Incident Commander to analyze situations, identify problems, and implement solutions based on basic skills and knowledge.

B. The Command Sequence consists of four parts:

1. *Incident Priorities:*

- Life Safety – actions which reduce the threat of life or injury which involves civilians as well as responders. **Life safety is always the first priority!**
- Incident Stabilization – Activities designed to stop the escalation of the incident.
- Property Conservation – Efforts to reduce the long-term economic and social impact of the incident.

2. *Size Up:*

- Size up involves gathering information about an incident, evaluating the information, and determining how a specific incident should be handled.

3. *Goals and Objectives:*

- The application of information gathered in size up to determine the desired results of the operation. Goals considered in relation to incident priorities are listed as follows:
 - Rescue
 - Exposures
 - Confinement
 - Extinguishment
 - Overhaul

4. *Tactical Operations:*

- Specific actions carried out to accomplish goals and objectives. Tactical operations can be considered to be the solutions to the problems.

IV. Common Terminology:

A. It is essential that all cooperating agencies understand and utilize a standard terminology for organizational functions, resource elements, and facilities. Such standardization facilitates effective communications between all agencies involved at an emergency scene.

1. **Command Post:** Designated as the CP, the Command Post will be the location from which the incident operations are directed. There is only one Command Post for the incident. In a Unified Command structure where several agencies or jurisdictions are involved, the responsible individuals designated by their respective agencies would be co-located at the command post. The Planning function is also performed at the Command Post, and normally the field communications center would be established at this location. The CP may be co-located with the incident base if communications requirements can be met.
2. **Incident Base:** The Incident Base is the location at which primary support personnel activities are performed. The Base will house all equipment and personnel support operations. The Logistics Section may be located at the Base and normally the Base will not be relocated. If possible, Incident Base locations should always be included in the pre-incident plans.
3. **Staging Area(s):** These are established by the Operations Section Officer for temporary location of available resources on short notice. A Staging Area can be anywhere in which mobile equipment and/or personnel and equipment can be temporarily parked awaiting assignment. It may include temporary Sanitation Services and fueling facilities. The Operations Officer may establish, move and/or discontinue the use of Staging Areas. The Operations Officer will assign a Staging Area Manager to each Staging Area. The Staging Area Manager is responsible for the checking of all incoming resources, dispatching of resources at the request of the Operations Officer, and requests for services from the Logistics Section necessary for resources located in the Staging Area.
4. **Unified Command:** In a multi-jurisdictional incident, key officials from each jurisdiction contribute to the process of:
 - Determining overall incident objectives
 - Selection of strategies
 - Ensuring joint planning for tactical activities
 - Ensuring integrated tactical operations
 - Making maximum use of all assigned resources

The Unified Command structure could also be used to bring together different functional departments within a single jurisdiction. The implementation of the action plan will be done under the direction of a single individual – the Operations Section Officer – who is normally drawn from the agency having the greatest jurisdictional involvement.

5. **Landing Zone:** (helibase) These are temporary locations where helicopters can land and take off i.e. to pick up patients. Locations where helicopters are staged for possible action are known as helibases.
6. **Single Resources:** These are individual engines, truck, and rescue companies, etc. that will be assigned as primary tactical units. A single resource will be the apparatus, the personnel required to properly utilize it and the communications.

7. **Task Force:** Any combination of resources with common communications and a leader. Task Forces can be pre-designated to meet local needs. Typically, the maximum number of units to properly utilized it and the communications.
8. **Strike Team:** Are a set number of resources of the same kind and type, which have an established minimum number of personnel. Strike Teams will always have a leader and will have common communications among resource elements. Strike Teams can be made up of engine companies, or rescue units or hazmat units, or any kind of resource where a combination of similar elements becomes a useful tactical resource.

9. **Position Titles:**

<u>Position</u>	<u>Title</u>
Incident Command	Incident Commander
Command Staff	Officer (i.e. Safety Officer)
Section	Section Officer (i.e. Operations Section Officer)
Branch	Director (i.e. EMS Branch Director)
Division	Supervisor (i.e. Division "C" Supervisor)
Group	Supervisor (i.e. Ventilation Group Supervisor)
Task Force	Leader
Strike Force	Leader
Single Resource	Company Officer

10. **Divisions/Groups:** The IC shall determine the initial need for Groups and Divisions. As the operation increases in size and complexity, it shall be the responsibility of the Section Officers to recommend to the IC the need for additional Divisions/Groups. Safety of personnel and maintaining span of control is the primary reason for using Divisions and Groups.

Divisions are assigned to specific geographical areas. Structural situations will be designated by the letter system for the sides of the building with Division "A" being the front of the building (or legal street address side of the building), and numbers shall be used for floors i.e. Division 5 for the fifth floor.

Functional units (Groups) will be identified by the function they perform (Salvage Group, Triage Group, etc.). Unit Officers will report to the Division/Group Supervisor and receive orders prior to deploying their company to task work.

11. **Branches:** As the span of control begins to become complex, or the incident has two or more distinctly different operations (i.e. Fire suppression, Medical, hazmat, etc.) the organization can be further divided into Branches report to the Section Officers (most often the Operations Section) and oversee Divisions/Groups. Branches should ideally operate in their area of responsibility on separate radio channels (talk groups) and communicate to Operations on a different channel if possible. The radio designation of Branches should reflect the objective/function of the Branch (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:

- What Branch the Division/Group has been assigned to
- The radio channel/talk group that the Branch is operating on

Generally, when the number of Division/Groups exceeds the span of control for the Section Officer, the IC should designate a multi-Branch structure and allocate the Division/Groups within those Branches.

12. **Rapid Intervention Crew(s) (RIC):** A team of at least two fresh firefighters, equipped with radios, lights, search lines, forcible entry tools etc. and staged at the Command Post for immediate and rapid deployment in the event of emergencies involving lost or trapped firefighters on the fire ground. At large complexes, several RIC may be staged near the various Divisions for more expedient deployment.

V. Establishing Command

1. **Size Up:** The first unit to arrive at the scene of an incident must transmit an arrival and size up report along with the establishment of Command. The initial Incident Commander shall remain in Command until Command is transferred or passed, or the incident is stabilized and terminated. The first arriving unit activates the Command process by giving an initial radio report. This report should include:
 - Unit designation of the Company/unit arriving on scene
 - A brief description of the incident situation, (i.e. building type and dimension, hazmat release, mass casualty incident, etc.)
 - Obvious conditions (working fire, vapor release, multiple patients, etc.)
 - Brief description of action taken
 - Declaration of Strategy (this applies to structure fires i.e. fast attack mode)
 - Any obvious safety concerns
 - Assumption, identification and location of Command*****
 - Request or release of resources as required

***** *Identification and location of Command shall be by geographical location or well-known landmark. Unit numbered Command locations shall not be used.*

Examples: “Engine 99 will be Palm Avenue Command” “Engine 2 is establishing Courthouse Command” “Battalion 10 is establishing Airport Command”

2. **Single Company Incident:** A single company incident (or engine and rescue) such as trash fires, vehicle fires, EMS incidents, etc., may only require that the Company or unit acknowledge their arrival on scene and the ability to handle the call without additional resources.

Examples: “Engine and Rescue 72 are arrival on scene of a dumpster fire with no exposure; Engine 72 can handle”

3. **Radio Designation:** The radio designation “Command” will be used along with the geographical location of the incident (i.e. “Atlantic Boulevard Command” or “Convention Center Command”). If the unusual situation should present that there are two incidents on the same street, the “hundred block” designator, defining a more exact location shall be used, (i.e. 700 Atlantic Boulevard Command). This designation will not change throughout the duration of the incident. The designation Command will remain with the officer currently in Command of the incident throughout the event.

4. **General Considerations:** The arrival of a ranking officer on the incident scene does not mean that Command is automatically 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 the Command Post for assignment by the Incident Commander.

The Incident Commander has the overall responsibility for managing an incident. Simply stated, the Incident Commander has complete authority and responsibility for the incident. If a higher-ranking officer wants to effect a change in the management of the incident, he/she must be present on the scene and then utilize the formal transfer of Command procedure.

VI. General Guidelines for ICS

- A. Receive your incident assignment, reporting locations, (check in location) Strike Team/Task Force assignment, and communications channel assignment from your dispatch center.
- B. Upon arrival at the incident, check in on the assigned frequency (talk group) or at the designated check-in location.
- C. Agency representatives from responding agencies (Mutual Aid) shall report to the Liaison Officer at the Command Post
- D. Use only clear text, common ICS terminology and plain English in all radio transmissions.
- E. Receive briefing from immediate supervisor. Accountability of all personnel shall remain a priority, with each individual being responsible to one supervisor (Unity of Command), and each supervisor responsible for the accountability of all crews and crewmembers under his/her direction.
- F. Acquire work materials, if applicable.
- G. Organize and brief subordinates.
- H. Assure the rehabilitation of all personnel who have performed on the incident as deemed necessary by the Rehabilitation Officer, Incident Commander, or other supervisor.
- I. Respond promptly to demobilization orders (return to service) without undue delay.
- J. When released, return to home agency (quarters) promptly.

VII. Command Options:

- A. The responsibility of the first arriving unit or member to assume command of the incident presents several options, depending on the situation. If a Chief Officer, member, or unit without tactical capabilities (i.e. staff vehicle, no equipment, etc.) initiates Command, the establishment of a 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.

1. **Nothing Showing Mode:** These situations generally require investigation by the initial arriving company while other units remain in a staged mode. The officer should go with the company to investigate while utilizing a portable radio to Command the incident.

Example: "Engine 18 arrival at a two story office complex, nothing showing from 3 sides. Engine 18 establishing Rock Island Command and going to Nothing Showing Mode".

2. **Fast Attack Mode:** Situations that require immediate action to stabilize and require the Company Officer's assistance and direct involvement in the attack. In these

situations, the Company Officer goes with the crew to provide the appropriate level of supervision. Examples of these situations include:

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

When fast intervention is critical, utilization of the portable radio will permit the Company Officer's involvement in the attack without neglecting Command responsibilities. The fast attack mode should not last more than a few minutes and will end with one of the following:

- The situation is stabilized
- The situation if not stabilized and the Company Officer must withdraw to the exterior and establish a Command Post. At some point, the Company Officer must decide whether or not to withdraw the remainder of the crew, based on the crew's experience, **in the hazard zone without radio communications capabilities.**
- Command is transferred to another ranking officer.

3. **Defensive Mode:** The defensive mode is utilized when conditions or hazards preclude direct entry into the hazard zone. The Company Officer's declaration of a defensive mode, signals to all responding units that complex operations will be involved. The Company Officer assumes command and directs initial operations from a safe distance until Command is transferred to a higher- ranking officer.

Example: "Engine 92 is on scene of an overturned chemical tanker with a large vapor cloud travelling east. Engine 92 is in the Command Mode and is establishing Sawgrass Expressway Command".

4. **Command Mode:** Certain incidents by virtue of their size, complexity, or potential for rapid escalation, require immediate, strong, direct, overall Command. In such cases, the Company Officer will initially assume an exterior, safe, effective and visible command position and will maintain that position until Command can be assumed by a higher Ranking Officer. Due to the Company Officer's distraction of having to run Command, the balance of the crewmembers shall not be assigned any perilous duties until the officer can rejoin them.

Example: "Engine 92 is on scene of an overturned chemical tanker with a large vapor cloud travelling east. Engine 92 is in the Command Mode and is establishing Sawgrass Expressway Command".

5. **Summary:** A Company Officer assuming Command has a choice of modes and degrees of personal involvement in the tactical activities, but continues to be fully responsible for the Command functions. The initiative and judgement of the Officer are of great importance. The modes identified are guidelines to assist the Officer in planning appropriate actions. The actions initiated should conform to one of the above mentioned modes of operation.

VIII. Transfer of Command:

- A. As an incident escalates or de-escalates, there may be a need to transfer command. The following guidelines outline the transfer of command:
1. The Company Officer or Command Officer shall have command established and when possible, have established a visible command post. As soon as is practical, the necessary tactical worksheet should be started for the tracking of on-scene units.
 2. Command can be transferred by radio, but should be done as a face to face briefing which includes current situation, current unit placements, assignments, and a review of the tactical worksheet.
 3. Arrival of a Ranking Officer on a scene does not automatically cause command to be transferred. Assumption of command based on several factors, including potential escalation of the incident, personnel considerations, and IC capabilities, etc.
 4. In formally transferring command, once the fact to face is completed and the tactical worksheet reviewed, command will notify communications of the transfer.

Example: "Chief 22 to Dispatch, be advised Chief 22 is assuming Federal Highway Command".

5. It may be advantageous to have the officer being relieved remain with the new Incident Commander, in the role of the IC Aide or Operations Section Officer, since the initial action plan was established by this officer.
6. This formal process for transfer of command shall be used both as the emergency escalates and in the demobilization phase as situations are brought under control.

Example: "Chief 22 to Dispatch, be advised Engine 22 will now be assuming Federal Highway Command".

IX. Passing Command

- A. In certain situations, it may be advantageous for a first arriving Company Officer to pass Command to the next arriving Company. This is indicated when initial commitment of the first arriving company requires a full crew (i.e. high rise or immediate rescue situation) and another company is in a position to assume Command.

Although sometimes used during exigent circumstances, the passing of Command to an officer who is not on scene is not advisable. The "Passing of Command" to a unit that is not on scene creates a gap in the Command process and compromises incident management. 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.

When a Chief Officer arrives at the same time as the initial arriving company, the Chief Officer should assume Command of the incident. Should a situation occur where a later arriving Company or Chief Officer cannot locate or communicate with Command (after several radio attempts), they will assume Command and announce this over the radio, and initiate whatever actions are necessary to confirm the safety of the missing crew.

X. Staging Options

It is imperative that the Incident Commander anticipates the need for additional resources early on in the incident. It is just as important that additional uncommitted resources are poised or stages

near the incident for rapid deployment should the incident escalate or an unexpected turn of events suddenly occur. There are two levels of staging used to accomplish this objective.

1. **Level 1 Staging:** Level one staging occurs automatically during the initial stages of an incident unless directed otherwise by the Incident Commander. Second, third, etc. arriving units take up a position about one block away from the incident to avoid cluttering or “boxing in” the scene. Typically, the second due engine at a fire response will stage at the nearest hydrant, check the hydrant for operability and be prepared to lay a line. At this level, there is no Staging Officer.
2. **Level 2 Staging:** This is a more formalized and organized staging procedure. During Level two staging, a formal staging area(s) are designated. A Staging Officer is assigned and units are directed to the staging area(s). These types of staging areas are usually located in large open areas such as parking lots or fields and may be several blocks from the incident. It is extremely important that crews in a staging area(s) remain with their unit and not wander off. The crew and apparatus should be ready to deploy at a moment’s notice. Units in Level two staging should park or be arranged so as not to block each other in and allow direct access to or away from the incident.
3. **Staging Area Identification:** Level two staging areas can be identified simply as “Staging” when only one staging area has been designated or, when two or more staging areas are used they can be identified by function or location, (i.e. EMS Staging, Fire Staging, West Staging, or K-Mart Staging).

Position: Incident Commander

LOCATION: On scene at Command Post

RECOMMENDED STAFFING: First arriving officer until relieved by higher rank

REPORTS TO: Final Authority

ACTIVATION: Any situation requiring two or more units, or where in the judgment of the on-scene ranking officer, the ICS should be implemented for concerns of safety and scene control.

PURPOSE: The Incident Commander (IC) provides comprehensive leadership and direction to the response effort. The position is the focal point of all facets of operation within the Incident Command System (ICS).

RESPONSIBILITIES: The IC is ultimately responsible for all incident response activities including the development and implementation of strategic decisions and utilization of extended resources. This individual must process information to and from the primary Section Officers and staff operating within their span of control.

PROCEDURES:

1. Arrives on scene and establishes command or obtains incident briefing from previous Incident Commander.
2. Assesses the incident situation and conducts an initial strategy briefing with the current operations command personnel.
3. Activates elements of full ICS.
4. Briefs the command staff and primary Section Officers.
5. Participates in the preparation and authorizes the implementation of the incident action plan.
6. Determines needs to make informed command decisions and relates these needs to command staff.
7. Coordinates primary staff activities.
8. Manages overall incident operations.
9. Approves requests for and utilization of extended resources.
10. Authorizes release of information to the media.
11. Assures that adequate resources have been summoned and requests staging areas, if required.
12. Ensures the incident status worksheet is utilized and completed.
13. Obtains briefings from Section Officers, Command Staff, and other agency representatives on management concerns.
14. Reviews the progress of the incident and channels organizational efforts towards highest priority tasks.
15. Ensures that safety procedures and disciplines are practiced.
16. Approves plan for demobilization and return to normal service of units.
17. Prepares a final incident summary for media briefing and departmental reporting process.
18. Ensures activation of the personnel accountability system.

Position: Incident Commander Aide

LOCATION: Command Post

RECOMMENDED STAFFING: Any qualified individual assigned by Command

REPORTS TO: Incident Commander

ACTIVIATION: When deemed necessary by the IC to assist with maintaining paperwork and/or communications at the command post.

PURPOSE: The role of the Aide is to provide administrative and operational assistance to the IC, manage the command area, and process information that does not require the attention of the IC. This highly responsible position requires a thorough knowledge of department operating procedures, strategy and tactics, and general command terminology.

RESPONSIBILITIES: The Incident Commander Aide is responsible for site control and security of the command post, providing resource information, tracking command activities, assisting with liaison and press activities, and providing technical support and advice to the IC. The Aide may also be responsible for personnel accountability during the early stages of the incident.

PROCEDURES:

1. Sets up the incident command area and secures it with rope or fireline tape; obtains police assistance to maintain command security.
2. Obtains incident briefing and instructions from the IC.
3. Starts and/or maintains ICS worksheet/command boards; prepares ICS vests for distribution and logs all pertinent command information.
4. Assists with the research and interpretation of various resource and reference materials as needed.
5. Operates various communications equipment as needed; relays command directives to command staff, dispatch, and operating groups as directed/needed.
6. Disseminates and assist in the processing of the upward and downward flow of information.
7. Anticipates the needs of the IC and be prepared to react accordingly.
8. Assists the PIO by relating current incident information.
9. Assists the Liaison Officer with the management of agency representatives.
10. Observes operations and makes suggestions and recommendations to the IC.

Position: Operations Section Officer

LOCATION: On scene in forward area of at the Command Post

RECOMMENDED STAFFING: Available ranking officer

REPORTS TO: Incident Commander

ACTIVATION: On all incidents requiring the establishment of Command

PURPOSE: Encompasses the majority of incident mitigation activities. This includes all task-oriented resources participating at the scene.

RESPONSIBILITIES: Is a member of the General Staff, organizes initial incident control activities and subsequent implementation of the incident action plan.

PROCEDURES:

1. Obtains incident briefing from the Incident Commander.
2. Establishes divisions/groups as needed to initiate operational control measures.
3. Begins development work on the incident action plan needed for initial and immediate control of the incident.
4. Supervises operational aspects of the incident and the divisions/groups associated with that function.
5. Determines need for and requests additional resources.
6. Advises the Incident Commander of incident progress, special concerns, or requirements that may impact the development of an extended incident action plan.
7. Makes tactical decisions and changes to the operation on an immediate basis if needed.
8. Assembles and disassembles strike teams.
9. Assigns a Rehabilitation Officer and ensures that a remote area is established for this activity.
10. Assigns and implements branches if required.
11. Prepares a final summary of activity report for submission to the Incident Commander. Debriefs and critiques with all divisions and/or groups.

Position: Branch Director

LOCATION: On scene

RECOMMENDED STAFFING: Available ranking officer

REPORTS TO: Operation Sections Officer/Incident Commander

ACTIVATION: Usually on large scale incidents where multiple units are operating and the use of divisions/groups does not maintain an adequate span of control, usually no more than five units per group/division.

PURPOSE: Member of the operational staff that controls and coordinates the activities of groups/divisions operating in a specific geographic of functional area.

RESPONSIBILITIES: Directs implementations of the portions of the incident action plan appropriate to the branch. Maintains information flow to the Operations Section Officer concerning specific needs and mitigation process.

PROCEDURES:

1. Obtains briefing from the IC or Operations Section Officer.
2. Develops with subordinates, alternatives for branch control operations.
3. Attends planning meetings as requested.
4. Reviews and modifies division and/or group assignments based on effectiveness of current operations.
5. Assigns specific work tasks to division/group supervisors.
6. Resolves logistical problems reported by subordinates.
7. Reports to Operations Officer when: Incident Action Plan is to be modified, additional resources are needed, surplus resources are available, hazardous situations or significant events occur.

Position: Division/Group Supervisor

LOCATION: On scene

RECOMMENDED STAFFING: Company Officers and higher

REPORTS TO: Branch Director/Operations Officer/Incident Command

ACTIVATION: When the IC's span of control is exceeded by the number of resources operating on-scene.

PURPOSE: To supervise the operations of up to five resources within a specific geographical area or with a specific function.

RESPONSIBILITIES: Implementation of the assigned portion of the incident action plan, assignment of resources within the group/division, progress reporting and resource status updates to the appropriate supervisor.

PROCEDURES:

1. Obtains briefing from Branch Director, Operations Officer, or IC.
2. Implements portion of action plan for division/group.
3. Provides available incident action plan to strike team/task force leaders.
4. Identifies increments assigned to the division/group.
5. Reviews assignments and incident activities with subordinates; assign tasks.
6. Advises supervisor of all changes in status of units assigned to division/group.
7. Coordinates activities with adjacent divisions.
8. Determines need for additional resources in division/group.
9. Resolves logistical problems within division/group.
10. Participates in the development of plans for the next operational period.

Position: Safety Officer

LOCATION: On scene

RECOMMENDED STAFFING: Any individual appointed by command, *preferably an officer trained to NFPA Safety Officer, Florida Fire Officer I, and ICS level.* Exception: At HazMat incidents, Safety Officer must be a HazMat Technician.

REPORTS TO: Incident Commander

ACTIVATION: Any time personnel will be operating in any type of hazardous atmosphere, or high-risk operation, or potentially dangerous situation.

PURPOSE: To ensure that all personnel at the scene are operating in as safe a manner as possible, consistent with all current standards and practices.

RESPONSIBILITIES: Is a member of the Command Staff with the foremost responsibility of this position being the safety of all emergency personnel operating at the scene. Continuously monitors and assesses situations for unsafe and hazardous conditions and developing countermeasures for assuring safety.

PROCEDURES:

1. Obtains briefing from the Incident Commander
2. Complies with NFPA 1521 or current safety standards and requirements.
3. Identifies hazardous situations associated with the incident, including flashover condition, building stability, escape routes for interior crews, line placement as it relates to scene safety, protective clothing, personnel protection, infectious disease control, HazMat scene control, entry level protection for HazMats, night time operations, and all other areas which constitute personnel safety and protection.
4. Participates in planning meetings to advise Incident Commander.
5. Should have emergency authority to halt and/or prevent unsafe acts.
6. Does initial investigation of accidents that have occurred within incident areas.
7. Establishes safety assistants or specialized input during unusual or specialized operations i.e. confined space, high angle rescue.
8. Ensures that Rapid Intervention Crews and/or backup teams have been established, if necessary.

Position: Public Information Officer (PIO)

LOCATION: On scene

RECOMMENDED STAFFING: Any individual appointed by Command

REPORTS TO: Incident Commander

ACTIVATION: Any incident involving significant operations or in which the media has responded and requires assistance.

PURPOSE: Is the focal point for the official release of information to the media. This is the contact person for the media representatives, and this person should release all incident information. *Only one PIO should represent all the agencies involved in a Unified Command to avoid conflicting information.*

RESPONSIBILITIES: Is a member of Command Staff and establishes and maintains a media gathering area, schedules regular media releases and briefings, and provides post-incident media briefings. To ensure the release of accurate information shall remain abreast of current incident information, operations, and status.

PROCEDURES:

1. Obtains briefing from the Incident Commander.
2. Begins logging and tracking incident information.
3. Sets up physical media area and utilizes police assistance, if necessary. Should be a safe area with a visual access to the incident if possible, yet sufficiently removed from the Command Post so as not to interfere with command functions.
4. Meets with media, provides them with information cleared by the Incident Commander, interviews and photo opportunities as soon as possible, upon approval of the Incident Commander.
5. Provides escort service into areas for media and VIP's; arranges meetings between media and incident personnel.
6. Responds to special requests for background information and updated information from the media.
7. Updates the Incident Commander on information released to the media and requests from the media.
8. Files all media releases with department recording process.
9. During long term incidents, PIO shall schedule and conduct regular press briefings.

Position: Liaison Officer

LOCATION: On scene at Command Post

RECOMMENDED STAFFING: Any qualified individual assigned by command

REPORTS TO: Incident Commander

ACTIVATION: When separate point of contact is needed to the large number of agencies represented at an incident.

PURPOSE: Is a member of the command staff and is to function as a point of contact for agency representatives from other fire agencies, police, public works, private sector agencies, etc.

RESPONSIBILITIES: Should be from the agency with jurisdictional authority and will coordinate and maintain interagency communication and cooperation.

PROCEDURES:

1. Obtains briefing from the IC.
2. Provides a point of contact for assisting/cooperating agency representatives.
3. Identifies other agency representatives including method of communication.
4. Attempts when possible, to limit communications/contact to one person per agency.
5. Responds to any special agency needs or requirements.
6. Responds to requests from incident personnel for interagency contacts.
7. Monitors incident operations to identify interagency needs or problems.
8. Maintains a current list of status and degree of involvement of cooperating and assisting agencies assigned.
9. Participates in planning meetings to provide current status limitations and capabilities to other agency resources.

Position: Rehabilitation Officer

LOCATION: On scene

RECOMMENDED STAFFING: Any medically trained person appointed by Command

REPORTS TO: Operations Officer/Incident Commander

ACTIVATION: Any long-term incident or incident in adverse weather conditions where crew members are in need of replenishment of fluids, monitoring of vital signs, or rest periods.

PURPOSE: Provides for the rehabilitation and medical observation of personnel working at the scene of an incident.

RESPONSIBILITIES: Obtains fluids, ice, food, shelter, and other materials that may assist fire-rescue or other personnel in the performance of their duties. Monitors medical conditions of personnel utilizing the rehabilitation area and ensures medical care is provided, if necessary.

PROCEDURES:

1. Obtains briefing from the Operations Officer.
2. Establishes rehabilitation area, remote from the incident for the purpose of isolating personnel from the acute emotional stress of the incident and clear of the smoke, haze, or other hazardous by-products of the incident.
3. Required equipment: salvage cover, water, and ice, drinking cups, oxygen, EKG monitor, basic trauma box, medical personnel and ALS transport unit.
4. The Rehab Group shall receive personnel from the Operations Section and/or Command and shall maintain a log of the units/personnel in Rehab and document time in and time released back to scene.
5. Personnel shall be rotated in and out of Rehab on a first in, first out system but shall be released only when additional personnel are requested by command.
6. Personnel arriving at Rehab shall remove protective clothing to expedite the cooling process of the body. In situations involving hazmats, personnel must complete the decontamination process prior to reporting to Rehab.
7. Initial assessments of the physical condition of each person shall include pupils, skin color, skin temperature, pulse, respiration, and the ability to communicate clearly. All inappropriate conditions shall be noted and the person shall not be allowed to return to activity until their condition has improved to within normal parameters.
8. Personnel who suffer shortness of breath, chest pains, or other medical conditions, which in the opinion of the Rehab Officer may imply underlying medical problems, shall be monitored and not allowed to return to action until after consultation with the IC or designee.
9. All personnel who have been sent to Rehab and have expended two bottles of air or more shall have their vital signs evaluated. This includes pulse, BP, respiration and lung sounds.
10. Personnel shall be encouraged to drink a sufficient quantity of water for every air bottle expended. Dehydration shall be of concern especially during periods of high temperature.
11. Rehab shall coordinate the distribution of food during long term incidents.
12. Rehab shall be deactivated during the demobilization process when so determined by Command.
13. Rehab shall advise Command of unusual circumstances or patterns, which are adversely affecting incident personnel.

Position: Planning Section Officer

LOCATION: On scene or at Emergency Operations Center (EOC)

RECOMMENDED STAFFING: Available Chief Officer appointed by Command

REPORTS TO: Incident Commander

ACTIVATION: When the incident has reached a size where the IC cannot effectively forecast the future action plan due to the incident size, or time constraints on the IC or incident complexity.

PURPOSE: Coordinates the preparation of the incident action plan. Apprises command of potential operational impacts and maintains alternative strategies for potential and possible incident developments. The Planning Section serves as the “clearing house” for information.

RESPONSIBILITIES: Develops and maintains the action plan. Collects and obtains information relative to the incident, identifying special resources as indicated by need, and providing vital information such as weather data, environmental data, special equipment needs, available water supply, etc. to the IC.

PROCEDURES:

1. Obtains briefing from the Incident Commander.
2. Identifies additional personnel needs for resources, documentation, etc. Updates command on weather changes, new resource needs, etc.
3. Obtains additional incident information to identify needs and resources available.
4. Coordinates command staff meetings to outline an incident action plan.
5. Prepares written incident action plan and forwards it to the Incident Commander.
6. Monitors incidents progress and append or alter the action plan as needed.
7. Identifies specific needs to logistics for procurement.
8. Assists the evacuation/sheltering planning as needed.
9. Provides for a demobilization and incident termination plan.

Position: Finance/Administrative Officer

LOCATION: As designated by Command

RECOMMENDED STAFFING: Any qualified or trained individual appointed by Command (May be a civilian)

REPORTS TO: Incident Commander

ACTIVATION: When, due to incident length or complexity, attributable costs to the incident will be incurred and must be tracked.

PURPOSE: Coordinates all extraneous costs incurred relative to the incident. Included are personnel, overtime, equipment, special services and emergency purchase orders.

RESPONSIBILITIES: Tracks the use of reserve personnel and internal resources for overtime costs; all costs and documentation relative to line of duty injuries, damaged and/or destroyed equipment.

PROCEDURES:

1. Obtains briefing from the Incident Commander.
2. Plans organization of the Finance section and determines need for additional Finance/Administrative Section personnel and resources.
3. Assigns work locations and tasks to Finance Section personnel.
4. Participates in the preparation of the incident action plan.
5. Identifies any special financial needs.
6. Coordinates main hours tracking and recalls of off-duty personnel.
7. Ensures prompt financial payments and insurance claims relative to injuries.
8. Maintains daily contact with agency(s) administrative headquarters in reference to financial matters.

Position: Logistic Section Officer

LOCATION: On scene or at Emergency Operations Center (EOC)

RECOMMENDED STAFFING: Ranking Officer appointed by Command

REPORTS TO: Incident Commander

ACTIVATION: Any incident requiring move ups or mutual aid coverage

PURPOSE: Provides for the facilities, services, equipment, and supplies including unit move ups or mutual aid coverage for stripped areas due to incident magnitude to support incident operations.

RESPONSIBILITIES: Secures and maintains adequate communications to support the incident. If purchases are to be made, coordinate with Finance Section will provide for the personal service needs of all personnel operating at the incident.

PROCEDURES:

1. Obtains briefing from the Incident Commander.
2. Plans organization of the Logistics Section and determines the need for additional personnel and resources.
3. Assigns tasks and work locations to Logistics Section personnel.
4. Participates in preparation of the incident action plan.
5. Identifies current and future service/support requirements for the operations.
6. Reviews and provides input for the communications, traffic, and medical plans.
7. Identifies and provides support requirements of the personnel operating at the incident.
8. Coordinates and processes request for additional resources.
9. Ensures move ups or mutual aid requests are made and filled to cover areas stripped due to incident size.

Position: Staging Officer

LOCATION: Near scene

RECOMMENDED STAFFING: Any officer appointed by Incident Commander

REPORTS TO: Operations Officer/Incident Commander

ACTIVATION: When units and personnel may overwhelm the ability of Command to immediately place these resources in an effective position.

PURPOSE: Manages the apparatus and crews in a manner that will help prevent congestion at the incident scene and create a resource pool for the Operations Section.

RESPONSIBILITIES: Locating and maintaining an area that allows for the effective retrieval of personnel and equipment; fills personnel/apparatus requests from the Operations Officer/Command; maintain a sufficient pool of these resources to support developing operations.

PROCEDURES:

1. Obtains briefing from the Operations Section.
2. Functions as a member of the Operational Staff, advising Operations Officer command of potential personnel/apparatus requirements.
3. Fills requests for personnel/apparatus. Advises units of where to report to and their assignment.
4. Ensures that apparatus and personnel are positioned in such a way as to expedite their response to the incident scene.
5. Coordinates with police to insure ease of access from the staging area to the incident scene.
6. Shall notify Command or Operations Officer when resources fall below established levels.
7. **Ensures that crews remain intact with their assigned apparatus.**

Appendix 1: Communications

In order to maintain effective communications on the emergency scene, and avoid confusion among units responding from other agencies and jurisdictions, the following basic concepts shall be utilized:

1. All communications will be done in plain English. No signals or codes shall be used. Communications shall be performed in clear text.
2. All communications with the primary dispatch center shall be done through the Incident Commander. This includes requests for additional resources, command transfers, and situation status reports.
3. Radio traffic shall be kept to a minimum. Communications, such as between the Incident Commander and the Section Officers or between a Division/Group Supervisor and respective units should be done face to face if at all possible.
4. In the event that emergency information needs to be broadcast, the radio alert tone and the announcement "EMERGENCY TRAFFIC" shall precede the message. The dispatch center shall repeat the message twice in its entirety. Until cleared by the Incident Commander, all routine radio traffic shall be suspended or taken to another channel.
5. During a multi-jurisdictional incident, the Incident Commander shall verify that responding mutual aid companies have the ability to communicate directly with Command. This shall be accomplished by one of the following:
 - Incoming units with compatible radio systems are instructed as to what radio frequency/talk group(s) are being utilized.
 - Responding units which do not have compatible radio systems shall have an additional radio equipped agency representative respond to act as a liaison at the command post and establish direct communications between these units.
 - The requesting agency shall provide radios to the responding mutual aid units thus allowing communications with the Incident Commander.
 - The responding agencies shall be teamed up with one of the on-scene units or division Supervisors that have communications with the Incident Commander.

Appendix 2: Emergency Evacuation

The following procedures shall be used for an emergency requiring immediate evacuation from inside a structure or away from the hazard zone of an emergency scene.

1. Any person that recognizes a potential evacuation condition (i.e. building collapse, flashover, HAZMAT release, etc.) shall notify the Incident Commander immediately.
2. The Incident Commander shall make the decision to evacuate. The IC will announce “EMERGENCY TRAFFIC” and have the dispatch center sound the radio alert tone, and state, “ALL PERSONNEL EVACUATE THE BUILDING OR AREA IMMEDIATELY”. This shall be repeated twice.
3. When the order to evacuate is given, all available and appropriately equipped units in the immediate vicinity will blow air horns intermittently (one second on, one second off) for 30 seconds.
4. All personnel shall immediately evacuate the building or area, report to a pre-designated safe area, and report to their company officer as soon as possible.
5. Company Officers shall report their status and that of their personnel to their Division/Group Officer as soon as possible.
6. Division/Group Supervisors shall report their status and that of their personnel to Operations Section (or Command) as soon as possible. It shall be the responsibility of Command to confirm that all personnel have been evacuated and accounted for.
7. If any personnel cannot be accounted for, all unnecessary operations shall be suspended and the focus of all resources shall be devoted to locate the missing personnel.
8. Command shall notify the dispatch center when all personnel have been accounted for. **If personnel are missing, no report will be announced over the radio as to personnel status. All communications shall be done face to face or over the telephone.**

Appendix 3: P.A.S.S. Device Activation

The following procedure shall be utilized in the event of an emergency activation of a Personal Alert Safety System (P.A.S.S.) device while operating on scene.

1. On scene notification from any emergency worker shall include over the air transmission that a P.A.S.S. device has been activated. This transmission shall be directed to the affected Division Supervisor, if known, or directly to Command. When contacted, the Division Supervisor shall immediately notify Command.
2. Command shall activate emergency radio traffic procedures and attempt to contact the unit affected, or the Division Supervisor, for verbal confirmation of a downed emergency worker.
3. The Division Supervisor shall try to physically locate the audible alarm and determine which unit or person is unaccounted for. Additionally, the Division Supervisor shall perform an immediate roll call to determine who is unaccounted for.
4. Should roll call of the division be unsuccessful in identifying the downed worker(s), Command shall request a full roll call of all divisions.
5. After two verbal or radio attempts to contact the person of unit with the activated P.A.S.S. device, the Division Supervisor shall contact Command to activate a Search and Rescue Team (SAR) to locate and remove the downed worker(s).
6. The SAR shall come from the Rapid Intervention Team or nearest division where personnel are available and equipped with full SCBA cylinders. In either case the SAR shall be assigned under the direction of the Division Supervisor of the affected area or under the Operations Section Officer if the specific division is unknown.
7. In the event a Division Supervisor is in fact one of the downed workers, the Operations Section Officer shall assign the closest available Division Supervisor or the Safety Office to take charge of the SAR.
8. The Incident Commander shall notify dispatch and all on-scene personnel when the emergency condition has been corrected and normal operations are to resume.
9. Dispatch shall repeat the message over the on-scene frequencies that emergency traffic is cleared and all units should return to normal on-scene procedures.

Appendix 4: Uniform Apparatus Designations

AIR	Helicopter or fixed wing aircraft
AMBULANCE	BLS transport capable unit
ATTACK	Mini pumper
BATTALION	Area Command Officer/Shift Commander
BRUSH	Off-road vehicle with water tank and pump
DIVE	Dive team equipment vehicle
ENGINE	NFPA compliant Class A pumper
FIREBOAT	Boat with firefighting pump
FOAM	Vehicle or trailer other than crash truck with min 50 gal. Foam
HAZMAT	Hazardous Materials Team vehicle
LADDER	Straight aerial ladder of at least 75 feet
MCV	Mobile command vehicle
MEDICAL	ALS transport capable unit with civilian staffing
PLATFORM	Telescopic boom with platform of at least 75 feet
QUINT	Class A pumper with at least 75 foot straight aerial
RESCUE	ALS transport capable unit with cross trained firefighters
SNORKEL	Articulating platform device
SQUAD	Heavy, medium, or light rescue, or personnel carrier
SQUIRT	Class A pumper with 55-70 foot aerial/water tower
SUPPORT	SCBA refill truck
TANKER	Apparatus with minimum of 1500 gallons on-board water
TENDER	Foam tanker with minimum 1000 gallons foam
TRUCK	Airport crash truck with foam
UTILITY	Light/generator/ventilation vehicle

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