

## POLICIES AND PROCEDURES

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Approved by R. Dale Horne – Fire Chief

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#### 9.0 POLICY:

- a. It is the policy of the fire department to implement, follow and comply with the National Incident Management System (NIMS) Incident Command System (ICS) as specified in Presidential Homeland Security Directives 5, 7, and 8, and to use ICS at all emergency incidents and such non-emergency events as appropriate. It is further the policy of the fire department to comply with NFPA 1500 and 1561 to the extent these standards interpret and apply NIMS ICS in a fire service specific application.

#### 9.1 PURPOSE:

- a. The Fire Department responds to a wide range of emergency incidents. In order to effectively manage personnel and resources and to provide for the safety and welfare of personnel, the fire department will operate within the Incident Command System at the incident scene. This procedure identifies the Standard Operating Procedures to be employed in establishing Command components of the Incident Command System and applicable components of the National Incident Management System (NIMS) on a day to day basis in this department.

#### 9.2 TRAINING

- a. To implement NIMS ICS, the following minimum training requirements shall be adhered to:
  1. All personnel within the department shall be trained to IS 100, Introduction to ICS, and IS 700, National Incident Management System, An Introduction, prior to being allowed to engage in emergency activities
  2. In addition to IS 100 and 700, all supervisory personnel (anyone above the rank of firefighter), shall be trained to IS 200, Basic ICS.

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3. In addition to 100, 200 and 700, all chief officers shall be trained to IS 300, Intermediate ICS, and IS 400, Advanced ICS, as well as IS 800, National Response Plan

### 9.3 DEFINITIONS

1. **Area Command:** An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple incident management teams engaged. An agency administrator/executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.
2. **Branch:** The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area
3. **Chain of Command:** A series of command, control, executive, or management positions in hierarchical order of authority.
4. **Command Staff:** Consists of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.
5. **Common Operating Picture:** Offers an overview of an incident thereby providing incident information enabling the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions.
6. **Division:** The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A Division is located within the Incident Command System organization between the Branch and resources in the Operations Section.

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- 7. Finance/Administration Section:** The Section responsible for all administrative and financial considerations surrounding an incident.
- 8. Function:** Refers to the five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved (e.g., the planning function). A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs.
- 9. General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.
- 10. Group:** Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between Branches and resources in the Operations Section. See Division.
- 11. HSPD-5:** Homeland Security Presidential Directive 5, "Management of Domestic Incidents"
- 12. HSPD-7:** Homeland Security Presidential Directive 7, "Critical Infrastructure, Identification, Prioritization, and Protection"
- 13. HSPD-8:** Homeland Security Presidential Directive 8, "National Preparedness"
- 14. Incident:** An occurrence or event, natural or manmade that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.
- 15. Incident Action Plan (IAP):** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may

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also include attachments that provide direction and important information for management of the incident during one or more operational periods.

- 16. Incident Command:** Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.
- 17. Incident Commander (IC):** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.
- 18. Incident Command Post (ICP):** The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.
- 19. Incident Command System (ICS):** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.
- 20. Incident Management:** The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.
- 21. Incident Management Team (IMT):** An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. IMTs are generally grouped in five types. Types I and II are national teams, Type III are State or regional, Type IV are discipline or large jurisdiction-specific, while Type V are ad hoc incident command organizations typically used by smaller jurisdictions.

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- 22. Incident Objectives:** Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.
- 23. Information Management:** The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.
- 24. Initial Actions:** The actions taken by those responders first to arrive at an incident site.
- 25. Initial Response:** Resources initially committed to an incident.
- 26. Intelligence/Investigations:** Different from operational and situational intelligence gathered and reported by the Planning Section. Intelligence/Investigations gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individual(s) involved) including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.
- 27. Interoperability:** The ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability is also defined as the emergency communications system that should be the same or linked to the same system that the jurisdiction uses for non-emergency procedures, and should effectively interface with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of government during planning and deployment.
- 28. Joint Field Office (JFO):** A temporary Federal facility established locally to provide a central point for Federal, State, tribal, and local executives with responsibility for incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions.

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- 29. Joint Information Center (JIC):** A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.
- 30. Joint Information System (JIS):** Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander (IC); advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.
- 31. Liaison:** A form of communication for establishing and maintaining mutual understanding and cooperation.
- 32. Liaison Officer:** A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.
- 33. Logistics:** Providing resources and other services to support incident management.
- 34. Logistics Section:** The Section responsible for providing facilities, services, and material support for the incident.
- 35. Multi-jurisdictional Incident:** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.
- 36. National Incident Management System (NIMS):** Provides a systematic, proactive approach guiding government agencies at all levels, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.
- 37. Officer:** The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Public Information.

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- 38.Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12-24 hours.
- 39.Operations Section:** The Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In the Incident Command System, it normally includes subordinate Branches, Divisions, and/or Groups.
- 40.Personnel Accountability:** The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Command System principles and processes are functional and that personnel are working within established incident management guidelines.
- 41.Plain Language:** Communication that can be understood by the intended audience and meets the purpose of the communicator. For the purposes of NIMS, plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.
- 42.Planning Meeting:** A meeting that is held as needed before and throughout the duration of an incident to select specific strategies/tactics for incident control operations and service/support planning. For larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.
- 43.Planning Section:** The Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.
- 44.Pre-Positioned Resources:** Resources moved to an area near the expected incident site in response to anticipated resource needs.
- 45.Public Information:** Processes, procedures, and systems for communicating timely, accurate, accessible information on the incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

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- 46. Public Information Officer (PIO):** A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.
- 47. Resource Management:** Efficient emergency management and incident response requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes mutual aid and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols.
- 48. Resource Tracking:** A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.
- 49. Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an emergency operations center.
- 50. Safety Officer:** A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.
- 51. Section:** The organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established)). The Section is organizationally situated between the Branch and the Incident Command.
- 52. Span of Control:** The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.)
- 53. Special Needs Population:** A population whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of



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additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation disadvantaged.

**54. Staging Area:** Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

**55. Strategy:** The general plan or direction selected to accomplish incident objectives.

**56. Strike Team:** A set number of resources of the same kind/ type that have an established minimum number of personnel, common communications, and leader.

**57. Supervisor:** The Incident Command System title for an individual responsible for a Division or Group.

**58. Tactics:** Deploying and directing resources on an incident to accomplish the objectives designated by the strategy.

**59. Task Force:** Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

**60. Unified Area Command:** Command system established when incidents under an Area Command are multi-jurisdictional. See Area Command.

**61. Unified Command (UC):** An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

**62. Unity of Command:** Principle of management stating that each individual involved in incident operations will be assigned to only one supervisor.

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#### 9.4 BASIC ICS PRINCIPLES

The following are the basic organizational principles that underlie ICS:

##### 1. CHAIN OF COMMAND

- a. By definition Chain of Command is a series of command, control, executive, or management positions in hierarchical order of authority. As applied to ICS, it refers to the fact that within our ICS organizational structure there will be a hierarchy that is unique to the incident, and may differ from the ordinary hierarchy we use on a daily basis. For example, a captain who is in charge of a given Division (eg. Roof Division) may supervise a battalion chief working within the Division, or a deputy chief in planning may end up reporting to a battalion chief serving at planning section chief.
- b. All personnel shall respect the chain of command established at a given incident, irrespective of rank.

##### 2. UNITY OF COMMAND

- a. Unity of Command refers to the fact that each individual involved in incident operations will be assigned to only one supervisor. Failure to adhere to and respect the principle of unity of command can lead to confusion caused by multiple, conflicting orders. Supervisory personnel at all levels of the incident must be able to control the efforts of those assigned to their command.
- b. All supervisory personnel must respect the principle of unity of command, and avoid giving orders to those who do not report directly to them.

##### 3. SPAN OF CONTROL

- a. Span of Control refers to the fact that there is a limit to the number of personnel/resources that a supervisor can effectively supervise.
- b. Failure to adhere to recommended span of control guidelines can result in a supervisor being overwhelmed and thereby ineffective.

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- c. It can also contribute to personnel/resources not being effectively supervised, freelancing, and serious safety risks. Violating span of control guidelines can at best result in inefficiency and ineffective operations. At worst violating span of control can result in serious and perhaps fatal safety violations particularly in regards to accountability.
- d. All supervisors shall adhere to the recommended span of control guideline that one supervisor should supervise between 3 and 7 subordinate personnel/resources, with the optimum being five.

#### 4. INCIDENT ACTION PLAN (IAP)

- a. An Incident Action Plan (IAP) is the overall plan for mitigating the incident.
- b. The IAP may be oral or written depending on the needs of the incident
- c. Regardless of how many personnel, resources, and agencies respond to an incident, it is vital that there be one and only one IAP.
- d. The Incident commander is responsible for *formulating AND COMMUNICATING* the IAP to the operational resources expected to carry out the plan.
- e. All personnel shall refrain from taking action that is not within the IAP, absent exigent circumstances.
- f. Personnel who take actions under exigent circumstances that are not within the IAP must immediately communicate this fact to the Incident Commander, and/or their ICS supervisor.

#### 5. INCIDENT OBJECTIVES

- a. Incident Objectives are statements of guidance and direction that are incorporated into IAPs.

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- b. Incident Objectives guide the command staff, general staff, and operational personnel to select the appropriate strategies and tactics.
- c. Incident objectives are established based on the following priorities:
  - i. **First Priority:** Life Safety
  - ii. **Second Priority:** Incident Stabilization
  - iii. **Third Priority:** Property Preservation

#### 6. COMMON TERMINOLOGY

- a. To the greatest extent possible the fire department will avoid the use of codes and agency-specific phrases in favor of using plain language.
- b. For the purposes of NIMS, plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.

#### 7. MODULAR ORGANIZATION

- a. The component parts of ICS are modular in so far as they are building blocks that the IC may choose to use to build the command organization for a given incident.
- b. The IC only uses those parts of ICS that are needed for a given incident
- c. The only position that is always filled at every incident is the Incident Commander.
- d. All other positions and functions are implemented by the IC on an as needed basis.
- e. ICS organizational structures build from the top down, as the IC add components who report directly to him/her.
- f. The size of the organization will be a function of the size and complexity of the incident

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- g. Each element of ICS must have at least one person assigned to it, namely the person in charge.
- h. The five major sections in ICS are: Command, Operations, Planning, Logistics and Finance. These are the modular components that would report directly to the IC. There is a 6<sup>th</sup> component, Intelligence that may be added depending upon the needs to the incident. Collectively these positions are referred to as the General Staff.
- i. There are three positions that the IC may also create to assist in carrying out the command responsibilities: safety officer, public information officer (PIO), and liaison officer. Collectively these positions are referred to as the Command Staff.

#### **8. UNIFIED COMMAND**

- a. Unified Command (UC) is used when more than one agency has jurisdictional responsibility for an incident, or when an incident crosses political jurisdictions. Agencies work together through designated representatives to UC. Commonly, the senior person from each involved agency and/or discipline participating in the UC will be assigned as to serve as a Unified Commander. UC will establish a common set of objectives and strategies to ensure that no matter how many agencies and jurisdictions are involved in the incident, there is a single Incident Action Plan.
- b. Each agency with jurisdiction shall appoint one representative to serve as a Unified Commander.
- c. No agencies' legal authority or responsibility will be neglected or compromised in the UC process.
- d. Collectively, the Unified Commanders are responsible for developing the incident objectives and carrying out the responsibilities of command working through an Operations Section Chief.

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#### 9. TRANSFER OF COMMAND

- a. The term transfer of command refers to a change in incident commander that necessarily occurs during many incidents.
- b. Transfer of command may occur because:
  - i. A more qualified person arrives in scene
  - ii. A senior ranking member with greater experience arrives on scene
  - iii. Normal turnover of personnel (shift change)
  - iv. Responsibility for the incident changes from one agency to another
- c. When a transfer of command occurs there should be a transfer of command briefing whereby the outgoing IC briefs either verbally or in writing the incoming IC
- d. At incidents that are still in the emergency phase (first operational period), the change in command should be announced over the radio

#### 9.5 ROLES AND RESPONSIBILITIES

##### 1. INCIDENT COMMANDER

- a. The IC (or if Unified Command (UC) is used) is responsible for managing and overseeing all aspects of the incident.
- b. Until delegated, authority for these function remain with the IC, while ultimate responsibility for them cannot be delegated.
- c. At an emergency incident, the incident commander shall have the responsibility for the following:
  - i. Arrive on-scene before assuming command
  - ii. Establish or assume command, confirm command over the radio of an incident and take an effective command position
  - iii. Perform situation evaluation that includes risk assessment
  - iv. Establish immediate priorities regarding the safety of responders, other emergency workers, bystanders, and people involved in the incident
  - v. Initiate, maintain, and control incident communications

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- vi. Determine incident objectives, develop an overall strategy, and develop an incident action plan that incorporates risk management
- vii. Assign companies and members consistent with SOPs/SOGs
- viii. Document and track accountability as per the accountability SOP/SOG
- ix. Develop an effective incident organization by managing resources, maintaining an effective span of control, and maintaining direct supervision over the entire incident
- x. Designate supervisors to manage specific geographical areas (divisions) or functions (groups)
- xi. Review, evaluate, and revise the incident action plan as required
- xii. Stabilize the incident by ensuring life safety and managing resources efficiently and cost effectively
- xiii. Continue, transfer, and terminate command
- xiv. On incidents under the command authority of the fire department, provide for liaison and coordination with all other cooperating agencies
- xv. On incidents where other agencies have jurisdiction, the ranking fire department officer on scene shall confirm that ICS has been implemented, and the role that fire department resources will play in the IAP. In the event the other agency does not utilize ICS, or an equivalent incident management system, the ranking officer shall establish an ICS organization for fire department operations and all activities of the fire department shall be carried out using ICS.

#### 2. OPERATIONS SECTION CHIEF

- a. The Operations Section Chief is responsible for managing all tactical operations at an incident. The IAP provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations.

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- b. Major responsibilities of the Operations Section Chief are to:
  - i. Manage tactical operations.
  - ii. Assist in the development of the operations portion of the IAP.
  - iii. Supervise the execution of the operations portion of the IAP.
  - iv. Maintain close contact with subordinate positions.
  - v. Ensure safe tactical operations.
  - vi. Request additional resources to support tactical operations.
  - vii. Approve release of resources from active assignments (not release from the incident).
  - viii. Make or approve expedient changes to the operations portion of the IAP.
  - ix. Maintain close communication with the Incident Commander.
- c. Not all incidents require an Operations Section Chief to be appointed. Only when there is a specific need for the IC to step away from Operations, will the Section be activated.

### **3. PLANNING SECTION CHIEF**

- a. The Planning Section Chief is responsible for providing planning services for the incident.
- b. Not all incidents will require a Planning Section. Only when there is a specific need for planning services will the Section be activated.
- c. The Planning Section collects situation and resources status information, evaluates it, and processes the information to help keep the command and general staff comprised of the situation. The information is also used in developing incident action plans. Dissemination of information may be in the form of the Incident Action Plan, formal briefings, or through map and status board displays.
- d. The planning section facilitates the planning process but does not create the IAP. The IAP is created through a formalized process by the IC/UC and the Operations Section Chief, with input from Command and General Staff.

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- e. Major responsibilities of the Planning Section Chief are to:
  - i. Collect and manage all incident-relevant operational data.
  - ii. Provide input to the Incident Commander and Operations Section Chief for use in preparing the Incident Action Plan.
  - iii. Supervise preparation of the Incident Action Plan.
  - iv. Conduct and facilitate planning meetings.
  - v. Reassign personnel already on site to ICS organizational positions as needed and appropriate.
  - vi. Establish information requirements and reporting schedules for Planning Section units.
  - vii. Determine the need for specialized resources to support the incident.
  - viii. Assemble and disassemble task forces and strike teams not assigned to Operations.
  - ix. Establish specialized data collection systems as necessary (e.g., weather).
  - x. Assemble information on alternative strategies and contingency plans.
  - xi. Provide periodic predictions on incident potential.
  - xii. Report any significant changes in incident status.
  - xiii. Compile and display incident status information.
  - xiv. Oversee preparation of the Demobilization Plan.
  - xv. Incorporate Traffic, Medical, Communications Plans, and other supporting material into the Incident Action Plan.

#### **4. LOGISTICS SECTIONS CHIEF**

- a. The Logistics Section Chief provides all incident support needs (with the exception of logistics support to air operations).
- b. Not all incidents will require a Logistics Section. Only when there is a specific need for logistical services will the Section be activated.
- c. The Logistics Section is responsible for providing:
  - i. Facilities
  - ii. Transportation
  - iii. Communications

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- iv. Supplies
- v. Equipment maintenance and fueling
- vi. Food services (for responders)
- vii. Medical services (for responders)
- viii. All off-incident resources
- d. Major responsibilities of the Logistics Section Chief are to:
  - i. Manage all incident logistics.
  - ii. Provide logistical input to the Incident Commander in preparing the IAP.
  - iii. Brief Logistics Branch Directors and Unit Leaders as needed.
  - iv. Identify anticipated and known incident service and support requirements.
  - v. Request additional resources, as needed.
  - vi. Develop as required, the Communications, Medical, and Traffic Plans.
  - vii. Oversee demobilization of the Logistics Section.

**5. FINANCE/ ADMINISTRATION SECTION CHIEF**

- a. The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident.
- b. Not all incidents will require a Finance/Administration Section. Only when there is a specific need for finance services will the Section be activated.
- c. Major responsibilities of the Finance/Administration Section Chief are to:
  - i. Manage all financial aspects of an incident.
  - ii. Provide financial and cost analysis information as requested.
  - iii. Ensure compensation and claims functions are being addressed relative to the incident.
  - iv. Gather pertinent information from briefings with responsible agencies.
  - v. Develop an operating plan for the Finance/Administration Section; fill section supply and support needs.
  - vi. Determine need to set up and operate an incident commissary.
  - vii. Meet with assisting and cooperating agency representatives as needed.

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- i. Maintain daily contact with agency(s) administrative headquarters on finance matters.
- ii. Ensure that all personnel and equipment time records are accurately completed and transmitted to home agencies, according to policy.
- iii. Provide financial input for demobilization planning.
- iv. Ensure that all obligation documents initiated at the incident are properly prepared and completed.
- v. Brief agency administrative personnel on all incident-related financial issues needing attention or follow up.

### 6. INTELLIGENCE SECTION

- a. Intelligence refers to the detection, prevention, apprehension, and prosecution of criminal activities (or the individual(s) involved) including terrorist incidents or the active development of information to determine the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.
- b. The analysis and sharing of information and intelligence are important elements of ICS. In this context, intelligence includes not only national security or other types of classified information but also other operational information, such as risk assessments, medical intelligence (i.e., surveillance), weather information, geospatial data, structural designs, toxic contaminant levels, and utilities and public works data, which may come from a variety of different sources.
- c. Traditionally, information and intelligence functions are located in the Planning Section. However, in exceptional situations, the IC may need to assign the information and intelligence functions to other parts of the ICS organization. In any case, information and intelligence must be appropriately analyzed and shared with personnel, designated by the IC, who have proper clearance and a "need to know" to ensure that they support decision making.

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- d. The information and intelligence function may be organized in one of the following ways:
- i. **Within the Command Staff:** This option may be most appropriate in incidents with little need for tactical or classified intelligence and in which incident-related intelligence is provided by supporting agency representatives, through real-time reach-back capabilities.
  - ii. **As a Unit within the Planning Section:** This option may be most appropriate in an incident with some need for **tactical** intelligence and when no law enforcement entity is a member of the Unified Command.
  - iii. **As a Branch within the Operations Section:** This option may be most appropriate in incidents with a high need for tactical intelligence (particularly classified intelligence) and when law enforcement is a member of the Unified Command.
  - iv. **As a Separate General Staff Section:** This option may be most appropriate when an incident is heavily influenced by intelligence factors or when there is a need to manage and/or analyze a large volume of classified or highly sensitive intelligence or information. This option is particularly relevant to a terrorism incident, for which intelligence plays a crucial role throughout the incident life cycle.

**7. PUBLIC INFORMATION OFFICER (PIO)**

- a. The role of the Public Information Officer (also known as the Information Officer) is to develop and release information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations.
- b. The PIO shall serve as a liaison between the media and the incident commander.
- c. The PIO shall consult with the IC before releasing any information.

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### 8. LIASON OFFICER

- a. The liaison officer shall serve as a point of contact for other governmental and outside agencies.
- b. The liaison officer shall coordinate the flow of questions and requests from outside agencies to the command organization, and from the command organization to the outside agencies.

*Example: During the early stages of a fire in a school or nursing home, the liaison officer can work with facility officials to account for all students/patients.*

### 9. INCIDENT SAFETY OFFICER (ISO)

- a. The Incident Safety Officer (or Safety Officer) monitors incident operations and advises the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.
- b. When appropriate the ISO develops a site safety plan, reviews the IAP for safety implications, and provides timely, complete, specific, and accurate assessment of hazards and required controls.
- c. The ISO may be assigned sufficient assistant ISOs as may be necessary to meet incident needs.

## 9.6 OPERATIONS - USE OF ICS

### 1. ESTABLISHING COMMAND

- a. The first fire department member or unit to arrive on scene shall assume command of the incident.
- b. The initial IC shall remain in command until Command is transferred or the incident is stabilized and Command is terminated.

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2. **RADIO DESIGNATION**
  - a. The radio designation "Command" will be used. The occupancy or address of the incident (i.e. "Main Street Command", "Highway Command"), will be used during more than one incident. This designation will not change throughout the duration of the incident.
  - b. The designation of "Command" will remain with the officer currently in command of the incident throughout the event.
  - c. The designation Command shall not be used by any other position, officer or function.
  
3. **COMMAND OPTIONS: The steps taken by the initial IC will depend upon the situation.**
  - a. **COMMAND MODE**
    - i. If the initial IC is a chief officer, or circumstances otherwise allow, the initial IC should establish a stationary Command Post from which the function of command may be exercised priority. When possible this position shall be inside a command vehicle.
    - ii. If an initial arriving company officer assumes a Command Mode, the following options are available with regards to the assignment of the remaining crew members.
      - Designate senior member to serve as acting officer of the company.
      - Assign the crew members to perform staff functions to assist the IC, including safety, recon, radio communications; accountability, help with tactical worksheet tracking, etc.
      - Assign company personnel to another company. This creates a larger work group with an officer. Such an assignment must be acknowledged by both the original officer (IC) and the receiving officer. Appropriate changes to the accountability system shall be made.
  - b. **INVESTIGATIVE MODE (Nothing Showing)**
    - i. Under this option the IC is mobile utilizing a portable radio to communicate with dispatch and other resources. The company

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- officer will remain with the company moving around and evaluating conditions while looking for the incident problem.
- ii. Upon the arrival of a supervising chief officer, the chief officer will assume command and will use the Command Mode.

**c. FAST ATTACK MODE**

- i. Under this option, the initial IC becomes immediately engaged in tactical operations and unable to effectively command the incident beyond supervising the initial operations of his/her crew.
- ii. In fast attack mode, the initial IC must initiate and continue command until an additional arriving officer (company officer or command officer) arrives on scene and assumes command.
- iii. The Fast-Attack mode should not last more than a few minutes and will end when:
  - Situation is stabilized.
  - Command is transferred from the fast attack company officer IC to a later arriving command officer.
  - The fast attack company officer IC moves to an exterior (stationary) command position and initiates the Command mode.
- iv. Upon the arrival of a supervising chief officer, the chief officer will assume command, and will use the Command Mode.

**4. MANAGING SPAN OF CONTROL**

- a. As resources arrive on scene, it is the responsibility of the IC to assign and deploy them to meet the needs of the incident.
- b. Where companies or crews on the initial alarm deploy according to SOP/SOG, the company officer should inform the IC of the location to which they have deployed and their intended function.  
*Example: Command, this is Engine 2, we are laying feeders and will supply the standpipe on Side Bravo.*
- c. The IC should anticipate resource demands, and the impact those demands will have upon span of control.

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- d. To manage an effective span of control the IC should divide the incident into manageable units so that at any given time he/she has no more than five, up to a maximum of seven individual resources/persons reporting to him/her.
- e. Divisions are a method of dividing up an incident scene based upon geographic location. For example Roof Division, Side Alpha Division, North Division, Tenth Floor Division, are examples of geographic divisions. Division Supervisors are responsible for all tactical operations in their assigned geographic area.
- f. Groups are a method for dividing up responsibilities on an incident scene based upon the function being performed. For example, Ventilation Group, Search and Rescue Group, Water Supply group are all examples of functional groups. Group Supervisors are responsible for carrying out their designated function.
- g. Many jurisdictions use the term sector to refer to either a Division or Group. All firefighters should be capable of seamlessly functioning in an operational environment that uses the term sector rather than group or division.
- h. As Divisions and Groups are implemented, Command is able to disengage from tactics and focus attention at the strategic level, determining the overall strategy, IAP, and resource management to deal with the incident.
- i. Each of the Division or Group Supervisors is responsible for the tactical deployment of the resources assigned to his/her Division or Group, and must communicate resource needs and progress back to Command so as to ensure that command shares a common operating picture.
- j. At a major incident when the number of Divisions and Groups exceeds the span of control that the Incident Commander / Operations Section Chief can effectively manage, it may become necessary to establish Branches. Each Branch would then become responsible for several Divisions and/or Groups,

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- k. thereby reducing the IC or Operations Section Chief's span of control.
- l. Utilizing Division and Groups provides the following advantages:
  - Reduces the IC's span of control – by dividing the incident scene into more manageable units, lessening the likelihood the IC will become overwhelmed.
  - Results in more effective incident scene communications – requires the IC to exchange information with fewer individuals (Division/Group Supervisors) who in turn directly supervise companies and crews. Because Division/Group Supervisors can communicate face-to-face with companies operating in their area, overall radio traffic is reduced.
  - Provides a standard and logical methodology to divide large geographical incidents into manageable units.
  - Allows the IC to concentrate on big picture strategy knowing that tactical matters are being addressed.
  - Improves firefighter safety – allows each Division/Group Supervisor to maintain accountability over the assigned companies, minimizing the risk of freelancing.
  - Division/Group Supervisors can focus their attention narrowly on assigned areas and are in a position to recognize hazards and move personnel/change tactics based on incident conditions.

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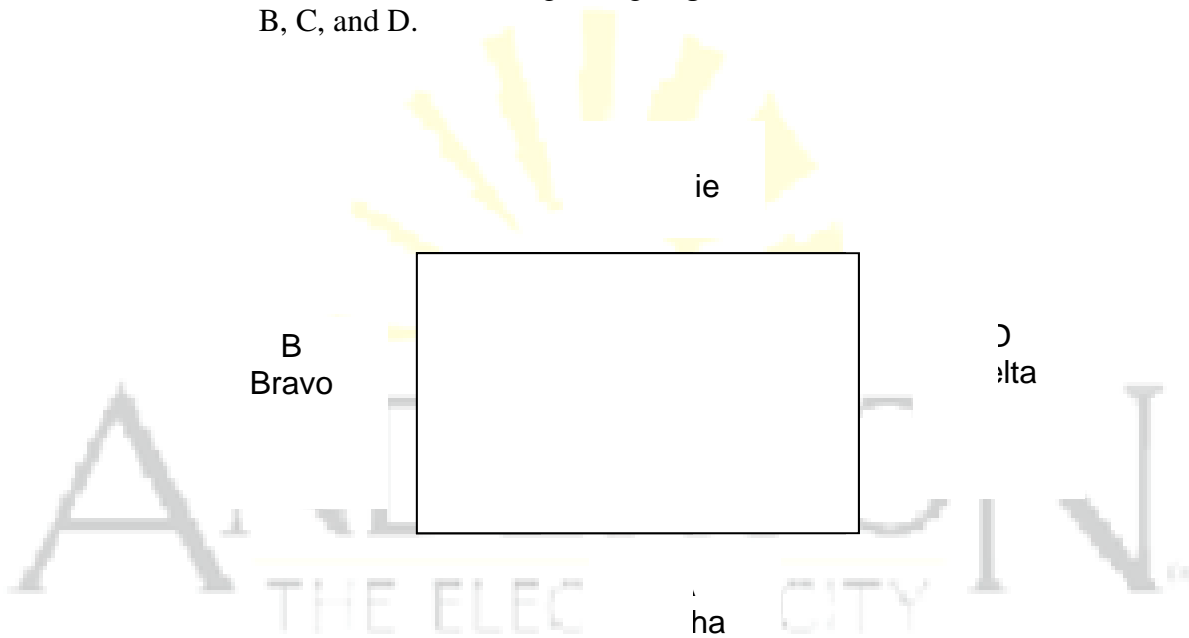
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### 9.7 SCENE ORGANIZATION

1. The following designations for the sides of buildings shall be utilized at fires or other incidents:
  - a. The sides of a building shall be lettered, starting with the front or street side of a building, and going in a clockwise direction as A, B, C, and D.

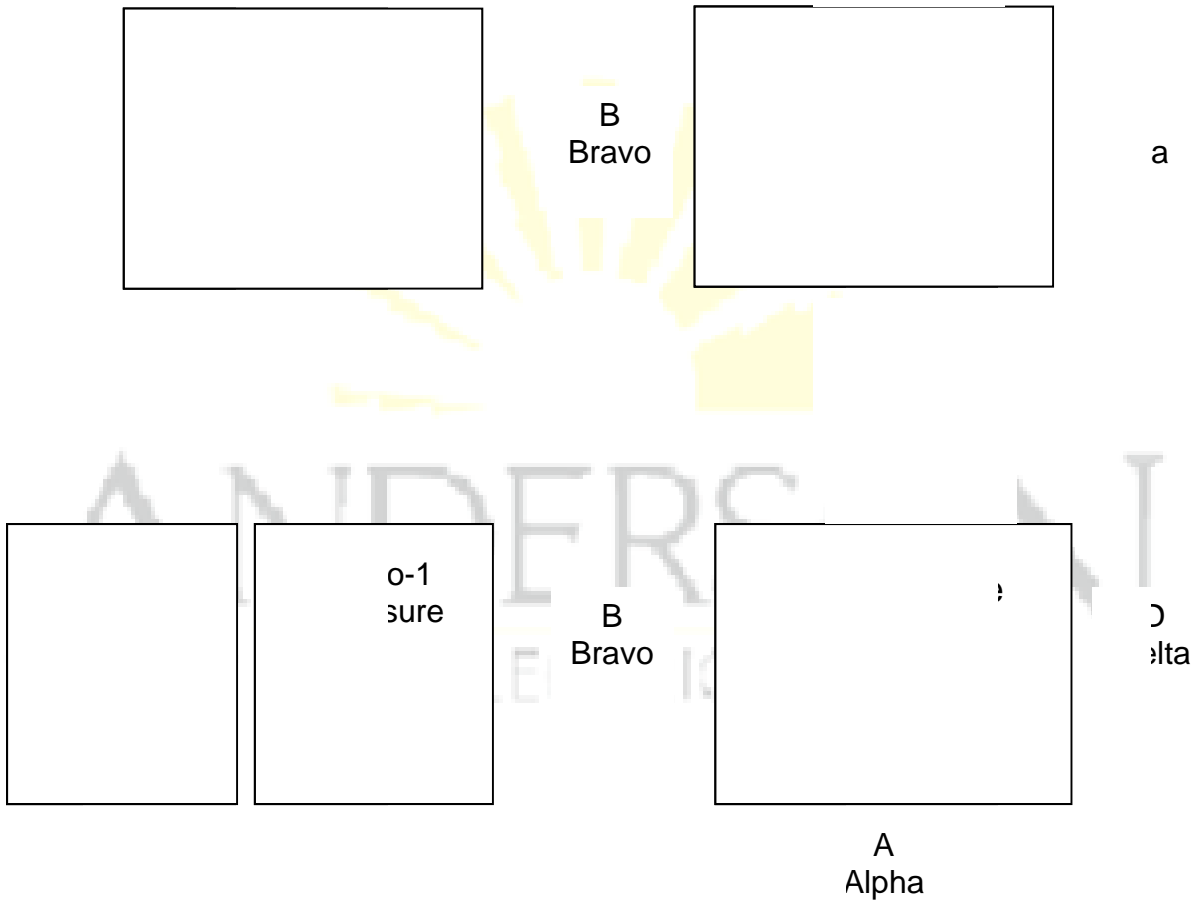


- b. Exposure designation shall correspond to the sides of the fire building. Where designations are required multiple exposures, they shall be numbered starting with the first building and moving outward.

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2. Many jurisdictions use numerical designations for sides, starting with Side 1 for the street side, and going clockwise around the building. All firefighters should be capable of seamlessly functioning in an operational environment that uses numerical side designations rather than alphabetic designations.

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### **9.8 TERMINATING COMMAND**

1. Command shall be terminated upon the conclusion of the incident and departure of the last resource.
2. Dispatch shall be notified when Command is terminated

### **9.9 OTHER**

1. As incidents increase in scope and magnitude, additional components of ICS will need to be implemented, including the activation of Emergency Operations Centers, Multi-Agency Coordination, Area Command, and a host of major incident activities.
2. All other matters related to Incident Command not covered by the procedure, shall be governed by NIMS ICS as promulgated by the US Department of Homeland Security.



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