

SAMPLE ICS POLICY 2

Purpose

The _____ Department responds to a wide range of emergency incidents. In order to effectively manage personnel and resources, as well as to provide for the safety and welfare of personnel, we will operate within the Incident Command System (ICS) during the following responses: fires, alarm soundings, auto accidents, and hazardous conditions. The Incident Command System will also be used on medical emergencies and public service calls when the response exceeds the first alarm assignment. A single Company/Unit response may not necessitate the use of ICS if determined by Company officer.

The purpose of the Incident Command System is to:

Fix the responsibility for Command on a certain individual through a standard identification system, depending on the arrival sequence of members, companies, and Chief Officers.

Ensure that a strong, direct, and visible Command will be established from the onset of the incident.

Establish an effective incident organization defining the activities and responsibilities assigned to the IC and the other individuals operating within the ICS.

Provide a system to process information to support incident management, planning, and decision-making.

Provide a system for the orderly transfer of Command to subsequent arriving Officers.

This procedure identifies the Standard Operating Procedures to be used in the Incident Command System.

Scope

This Incident Command System Policy will address the following:

- Incident Command Responsibilities
- Incident Priorities
- Functions of Command
- Personnel Accountability
- Condition Reports
- Command Options
- Command Posts
- Transfer of Command
- IC and Operations Section Chief Roles and Responsibilities

PROCEDURE

RESPONSIBILITIES OF THE INCIDENT COMMANDER

The Incident Commander (IC) is responsible for safely managing the incident. The IC has the authority to turn their decisions into actions by using the ICS to formulate the Incident Objectives, Strategy(s) and Tactical Direction to those companies assigned to the incident.

Incident Priorities:

1. Life Safety: Remove endangered person(s) and treat the injured.
2. Incident Stabilization: Stabilize the incident and provide for life safety.
3. Provide for the safety, accountability, and welfare of personnel (this priority is
4. Property conservation.

FUNCTIONS OF COMMAND

The **Functions of Command** define standard activities that are performed by the IC to achieve the tactical objectives. Functions of Command include:

Establishing IC as named by Dispatch or First Arriving Officer (and, if appropriate, a Command Post).

Rapidly evaluate the situation (size-up) and provide a “Condition Report” on the radio.

Initiate, maintain, and control the communications process.

Identify the overall incident objectives and strategy.

Assign companies and personnel consistent with incident priorities, plans, and standard operating procedures.

Request additional resources based on anticipated need.
Establish and maintain personnel accountability.

Develop an effective ICS organization that meets the needs of the incident (expand system to fill positions as needed).

Review, evaluate, and revise (as needed) the incident objectives and plans.

Provide for the continuity, transfer (as necessary), and termination of Command.

ESTABLISHING COMMAND AND CONDITION REPORTS

The radio designation of “IC” or “COMMAND” will be used along with the assigned incident name (i.e. “Broadway Command”, “20th Street Command”, etc....). The first arriving department member or unit to arrive at the scene of a multiple company incident shall establish Command. The initial “Command” shall remain in Command until the Command is transferred or the incident is stabilized and Command is terminated.

After Command is established, an “Initial Condition Report” will be broadcast over the radio. This report will include:

A brief description of the incident situation (i.e. building size, occupancy, hazmat, multi-vehicle accident, etc.).

Obvious conditions (working fire, hazmat spill, multiple patients, etc.).

Any obvious incident priorities (safety, rescue, exposures).

Establishing IC and verbalizing they are switching to the assigned tactical channel (i.e. “Establishing 15th Street Command; switching to Tac 12”).

Additional resources needed (alarms or special resource requests).

An “Updated Condition Report” will be provided over the radio based on further size-up, determination of necessary action, and any need for additional resources/alarms at regular intervals throughout the incident.

“Enroute Condition Report(s)” are sometimes needed to update Dispatch report(s), based on observations while enroute to the incident. This may include a description of observations/conditions and any need for additional resources/alarms.

COMMAND OPTIONS

The first arriving unit or member to establish Command of the incident has several options, depending on the situation.

One of the following **Command Options** will be used:

Nothing Showing--Investigative Mode

These situations generally require investigation by the initial arriving Company while other units hold at Level I Staging. First Arriving department member will direct all other companies not involved in the investigation to go to "LEVEL 1 STAGING" over the radio.

Fast Attack Mode

These situations require the immediate action of the initial arriving Company and require the Company Officer's involvement in the action. In these situations the Company Officer leads their crew, to provide the appropriate level of supervision, while utilizing a portable radio to remain in Command of the incident (Command may be passed at the appropriate time).

Examples are as follows:

- Critical life safety situations must be addressed immediately (i.e. rescue).
- Offensive fire attacks.
- Defensive fire attacks with immediate exposure threats.
- Any incident where the safety and welfare of firefighters is a major concern.
- Obvious working incidents that require further investigation by the Company Officer.

The Fast Attack Mode should not last more than a few minutes and will end with one of the following:

- Situation is stabilized.
- Situation is not stabilized and the Company Officer must withdraw to the exterior.
- Command is transferred to another on-scene Company or Chief Officer.

Command Mode

Certain incidents, by virtue of their size, complexity, or potential for rapid expansion, require immediate strong, direct, overall Command. In such cases, the

Company Officer will initially establish an exterior, safe, and effective Command Post, initiate the Command Mode and maintain in that position until Command is transferred or terminated. If possible, an ICS 201 form should be initiated and utilized to assist in managing these types of incidents.

If the Company Officer utilizes the Command Mode, the following options are available with regards to the assignment of their remaining crew members:

- . The Officer may place their Company into action with its remaining members. One of the crew members will serve as the acting Company Officer. The collective and individual capabilities and experience of the remaining crew will regulate this action.
- . The Officer may assign the crew members to work under the supervision of another Company Officer.
- . The Officer may elect to assign the crew members to perform staff functions to assist with Command, such as gathering information, filling out the ICS 201, etc.

ESTABLISHING THE COMMAND POST

The first Chief Officer on the scene of an escalating incident should also establish a Command Post (CP). A CP in a vehicle, equipped for this purpose, provides appropriate work space for the IC and staff personnel, lighting, communications equipment, supply items, and some isolation from external distractions will make the Command more effective and enhance safety for the on-scene members.

In the case of wildland fires, it may be necessary for the IC to initially remain mobile for a short period of time in order to determine the most effective strategies and develop strategies and tactics; however a fixed Command post and staging area should be established within the first 30 minutes of arrival to properly manage arriving resources.

COMMUNICATION GUIDELINES

All members should eliminate all unnecessary radio traffic while responding to an incident, unless such communications are required to ensure that Command functions are initiated and completed. This requires the initial IC to give a clear condition report, as well as appropriate updates and resource requests. Minimizing radio traffic provides open radio time for potential critical situations.

All personnel assigned to the incident shall use the designated Tactical Channel on their portable radio upon arrival at the incident (it is advantageous to monitor on the portable radio while enroute).

NOTE: On structure fires, the IC may request a “Personnel Accountability Report” (PAR) at 15-minute intervals to maintain accountability of companies operating at the scene. This is not required once the scene is stabilized. Dispatch is to prompt the IC to conduct these PAR Checks at these time intervals.

A Primary and Secondary Search – “All Clear” on structure fires will be provided by the Company assigned to the search at the conclusions of the primary and secondary searches.

“Contained” and “Under Control” fire progress conditions should be identified over the radio to Dispatch for time recording. “Contained” is when there is no forward progress of fire and “Under Control” is when the fire is extinguished and operations are shifted to overhaul.

TRANSFER OF COMMAND

Command is transferred to improve the quality of the Incident Command System and enhance the safety of the members assigned to the incident.

The following guidelines outline the **Transfer of Command**:

- . The first SRM member arriving on the scene will automatically establish Command. This will normally be a Company Officer, but could be any member up to and including the Fire Chief.
- . The first arriving Chief Officer should assume Command, if they determine it appropriate for the incident (after following the Transfer of Command procedures).
- . Subsequent arriving personnel shall report to the IC for assignments.
- . In certain situations, it may be advantageous for the initial IC (i.e. Company Officer) to transfer Command to the next Company or Chief Officer on the scene. In these instances, the first-in Company Officer (IC) should transmit over the radio their intent to have the next-in arriving Officer assume command upon their arrival. However, Incident Command must not be passed to an Officer who is not on-scene. The initial IC will retain command until the next-in Officer arrives and assumes command (i.e.

First-in Officer (IC) going inside a structure for fire attack/search & rescue and indicating their intent to pass command to next-in Officer, since it is difficult to fully manage a fire situation while engaged in an interior fire attack).

When a Chief Officer arrives at the scene at the same time as the initial arriving Company Officer, the Chief Officer should assume IC of the incident, allowing the first-in Officer to work with their crew (providing the incident warrants it).

The arrival of a ranking Officer on the incident scene does not mean that Command will automatically be transferred to that Officer. Command is only transferred when the outlined Transfer of Command process has been completed.

Should a situation occur where a later arriving Company or Chief Officer cannot locate or communicate with the IC (after making radio attempts) and they determine appropriate, they should assume Command and announce the Transfer of Command (efforts must continue to be made to determine the status of initial IC).

Transfer of Command will be regulated by the following procedure:

The Officer assuming Command will communicate with the person being relieved by radio or face-to-face (face-to-face is the preferred method).

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

- . **Conditions** – general situation status, significant events, plan (IAP), completed objectives, safety considerations.
- . **Actions** – assignments of companies and personnel.
- . **Needs** – for additional resources.

A ranking Officer may elect to have a subordinate Officer continue the role of IC in cases where an individual is effectively managing an incident and satisfactory progress is being made to bring the incident under control. It may be desirable for that person to continue in an active IC role. In these cases, the arriving ranking Officer should assume a specific ICS supportive role in the overall Incident Command Structure by taking an assignment.

d. The officer assuming command should broadcast over the radio of the transfer of command and provide an updated condition report as necessary.

CHIEF OFFICER RESPONSIBILITIES

The response and arrival of additional Chief Officers on the incident scene strengthens the overall ICS. As the incident escalates, the IC should use these Chief Officers to fill various ICS positions. The priorities to fill these positions include: Operations, Safety, Divisions/Groups, Information Officer (IO), Plans, the task of Personnel Accountability etc. It is important the ICS expand as necessary to accomplish the overall objectives and the positions filled are done by need of the incident.

In general, the first Chief Officer position to be filled after IC is the Operations Section Chief. The Chief Officer originally managing the incident as IC should assume the Operations Section Chief. This allows them to continue with their operational plan. The Chief Officer assuming IC will additionally be responsible for addressing District coverage issues and Personnel Accountability (unless delegated to someone else).

Chief Officer's assignments will be based on incident need, priority, and District coverage issues. Each incident is unique, therefore needs and priorities change. The flexibility in the use of Chief Officers is critical to appropriate resolution of the incident.

All personnel assigned to the incident are to be in the appropriate Personal Protective Equipment (per Policy - Safety 6). An exception to the requirement of PPE would be if assigned/positioned at a Command Post remote from the incident.

COMMAND TEAMS

If an incident is expected to potentially exceed District resources and/or expected to last longer than one operational period, (12 hrs.), an Oklahoma State / Local / Tribal Incident Management Team (IMT) should be Considered and requested through the local Emergency Manager.

BASIC LEVELS OF RESPONSIBILITY

The basic ICS structure includes three levels:

Strategic Level – Responsibility of the Incident Commander who has overall direction of the incident (if an Operations Section Chief is assigned, they are responsible for the management of all operations directly applicable to the primary mission).

Tactical Level – Responsibility of Divisions/Groups to carry out the Tactical Directives issued by the IC or Operations.

Task Level – Responsibility of Companies with assigned Task Objectives.

The Strategic Level – involves the overall Command of the incident. The IC or Operations Section Chief (if established) is responsible for the Strategic Level of the Command structure. The strategic decisions are the basis for developing the Incident Action Plan (IAP), Command Organization, assigning all resources and establishing tactical priorities.

The Strategic Level responsibilities include:

- . Determining the appropriate strategy – Offensive or Defensive.
- . Establishing an IAP for the incident.
- . Setting priorities.
- . Ordering and allocating resources.
- . Predicting/anticipating outcomes and planning.

The Tactical Level – directs activities toward specific objectives. Tactical level Officers include Division and Group Supervisors, who are in charge of groups of resources. Tactical Level Officers are responsible for specific geographic areas or functions and supervising personnel assigned to them.

The Task Level – refers to those activities normally accomplished by individual companies or specific personnel. The task level is where the work is actually done. Task level activities are routinely supervised by Company Officers.

ORGANIZATIONAL STRUCTURE

It is the responsibility of the IC to develop an organizational structure, using the ICS and standard operating procedures, to effectively manage the incident scene. The development of the organizational structure should begin with deployment of the first arriving SRM unit and continue through a number of phases, depending on the size and complexity of the incident. The ICS organization must develop at a pace which stays ahead of the tactical deployment of personnel and resources. In order for the IC or Operations (if established) to manage the incident, they must first be able to direct, control, and track the position and function of all operating companies. Building an ICS organization is the best support mechanism the IC can utilize to achieve the necessary balance between managing personnel and incident needs.

Company Level

On small incidents, the most basic Command structure combines all three levels of the Command structure: Strategic, Tactical and Task. For example, the Company Officer on a single engine response to a dumpster fire determines the strategy and tactics, and supervises the crew doing the task.

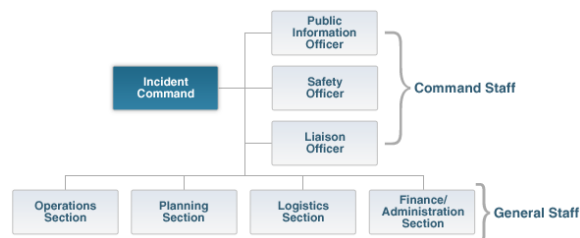
The basic structure for a "routine" incident, involving a small number of companies, requires only two levels of the ICS structure. The role of the IC combines the strategic and tactical levels. Companies report directly to the IC and operate at the task level.

Command Level

As a small incident escalates, additional organizational support will be required. As additional ranking Officers arrive on the scene, the ICS organization may be expanded through the involvement of Chief Officers to fill Command and General Staff positions. Section Chiefs assist the IC with the overall management of the incident scene and operate at the Strategic Level (some Tactical Level for Operations). The IC implements Sections as needed, depending on the situation, and priority of needs.

General Staff Positions:

- . **Operations Section** – is responsible for the management of all operations directly applicable to the primary mission (implementing Incident Objectives, Strategy and Tactical Directives).
- . **Logistics Section** – is the support mechanism for the organization. Logistics provides facilities, services, and material in support to all the organizational components involved in the incident.
- . **Planning Section** – responsible for collection, evaluation, dissemination, and use of information needed for effective decision making.
- . **Finance Section** – evaluates and manages the risk and financial requirements for the Fire District's involvement in the incident.

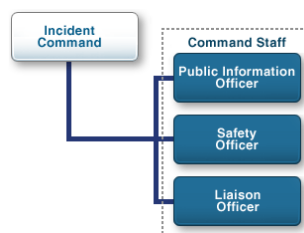


Command Staff Positions:

Safety Officer – to develop and recommend measures for assuring personnel safety, and to assess and/or anticipate hazardous and unsafe conditions and/or tactics.

Public Information Officer – responsible for developing and releasing information about the incident to the news media, incident personnel, other appropriate agencies, organizations, and the public on scene.

Liaison Officer – may be used in incidents that are multi-jurisdictional to communicate needs and concerns among participating agencies.



Division & Group Supervisors

The IC or Operation Section Chief (if established), should begin to assign Divisions/Groups in establishing a manageable span of control of the incident, based on the following factors:

Situations which will eventually involve a number of companies or functions, beyond the capability of IC or Operations to directly control. ICs should initially assign Division and Group responsibilities to the first companies assigned to a geographic area or function.

When the IC or Operations can no longer effectively manage the number of companies currently involved in the operation.

When companies are operating from tactical positions which the IC or Operations has little or no direct control over (i.e. out of sight).

When the situation presents special hazards and close control is required over operating companies for safety purposes (i.e., unstable structural conditions, hazardous materials, technical rescues, etc.).

When establishing a Division or Group, the IC or Operations will assign each a Division or Group Supervisor and provide them with: Tactical Directives, a radio designation (Division A, Vent Group, etc.), the identity of resources assigned to the Division and Group.

Division and Group Supervisor responsibilities should be assigned early in the incident, typically to the first Company assigned to a geographic area such as Interior, Division A; or function such as RIC, Ventilation Group. This early establishment of Divisions or Groups provides an effective ICS organization on which the operation can be built and expanded.

Normally, at this type of incident, a Company Officer can effectively supervise their own crew and direct and coordinate the efforts of one or two additional companies assigned to their Division or Group. As operations expand in complexity and size, and as additional Chief Officers become available, the IC or Operations should assign them to relieve Company Officers and assume Division and Group Supervisor responsibilities.

The number of Division and Groups that can be effectively managed by the IC or Operations varies. In fast moving complex operations, a span of control of no more than five is appropriate. In slower moving less complex operations, the commander/supervisor may effectively manage more than five. If the number of Groups and Divisions are exceeding the span of control, Branches can be established.

Division and Group Supervisor Officers are also responsible for communicating conditions, actions, and needs to the IC or Operations. Divisions and Groups reduce the overall amount of radio communications. Most routine communications within a Division or Group should be conducted in a face-to-face manner between Company Officers and their Division or Group Supervisor. This process reduces unnecessary radio traffic and increases ability to transmit critical radio communications.

The safety of firefighting personnel represents the major reason for establishing Divisions and Groups. Each Division and Group Supervisor must maintain communication with assigned companies to control both their position and function. The Division and Group Supervisor must constantly monitor all hazardous situations and risks to personnel. The Division and Group Supervisor must take appropriate action to ensure that companies are operating in a safe and effective manner.

Division and Group Supervisors can be Chief Officers, Company Officers, or any other qualified _____ department members designated by the IC or Operations. The Division or Group Supervisor must be in a position to directly supervise and monitor operations. This will require the Division or Group Supervisor to be equipped with the appropriate protective clothing, portable radio(s) and equipment for their area of responsibility.

EXPANDING THE ORGANIZATION

Branch Directors

Where the number of Division and Groups exceed the span of control that the IC or Operations (if established) can effectively manage or when incidents involve two or more distinctly different major management components (i.e. a large fire with a major evacuation, a large fire with a large number of patients). The IC may elect to assign Branch Directors as forward positions to coordinate the activities between Divisions and Groups. The Branch level of the organization is designed to provide coordination between the Divisions/Groups and Operations. Branch Directors supervise and manage a number of Division and Group Supervisors, and report directly to Operations.

The following types of incidents are examples where Branch Directors should be utilized:

- . A Hazmat incident that requires a major evacuation.
- . A large scale incident spread over a wide geographic area.
- . An incident with mass casualties and a significant hazard (i.e. fire, Hazmat, plane crash, floods, etc.).
- . Any incident where the number of Divisions/Groups exceed the span of control that can be effectively managed by the IC.
- . The radio designation of Branch Directors should reflect the function or geographic area of the Branch (i.e. Medical Branch, Law Enforcement Branch, Branch I, Branch II, etc.).

