	Hampton-Valley Forge Vol. Fire Dept. Standard Operating Guidelines	
	Subject: Incident Management System	SOG # 2-06
	Approved: Fire Chief Chris Isaacs	Initiated 01/01/2019 Revised 01/01/2019

Purpose

This document was created as a guide to assist the emergency services of Carter County in the implementation of an Incident Management System. This will provide an easily understood organizational structure and procedures to follow during emergency incidents.

Definitions

Accountability System- A system of Emergency Personnel attendance that provides for tracking and inventory of all members at emergency operations and training activities.

Authority Having Jurisdiction (AHJ)- The Fire and or Rescue department legally authorized to provide emergency services for a given geographical area.

Brief Initial Report (BIR)- A brief radio report indicating the first arriving unit designation, who has command and location, a brief description of the incident, obvious conditions, and a brief description of action(s) currently being taken.

Branch- The level having functional or geographic responsibility for major segments of operations. A Branch is the organizational level between Sections and Divisions/Groups.

Condition 1- Situation can be handled with units on the scene.

Condition 2- Situation is not under control and may require additional units.

Division- Representation of assignments of resources and personnel to a geographical location.

Group-assignment of resources and personnel to a function based on operation (attack group, search and rescue group).

Incident Action Plan- A plan of attack using pre-plans, experience, and knowledge to establish objectives to mitigate the incident in a safe timely manner.

Incident Commander- The member of the Hampton-Valley Forge Volunteer Fire Dept. who has the overall responsibility and authority at the scene of an incident or training activity.

Level I Staging- All responding apparatus report to their assigned areas as described by SOP. PAT tags are collected and placed on the PAT tag holder. Personnel remain on apparatus unless requested by command.

Level II Staging- First arriving apparatus responds to the scene. All others will respond to an established area as requested by the first arriving Officer or acting officer.

Tactical Worksheet- Resource to help in running an emergency incident.

Task Force- Any combination of up to five (5) resources (engines, trucks, ambulances, etc)

Objectives

1. This document is designed to fix the responsibility for command on a specific individual through a standard identification system, depending on the arrival sequence of members, companies, and Chief Officers.
2. To ensure that a strong, direct and visible command will be established from the onset of the Incident.
3. Establish an effective incident organization defining the activities and responsibilities assigned to the Incident Commander and to other individuals operating within the IMS system.
4. Provide a system to process information to support incident management, planning, and decision-making.
5. Provide a system for orderly transfer to subsequent officers.

Equipment/Data needed

1. Pre-plans/Hazard assessments of all commercial structures in the Hampton-Valley Forge Fire area.
2. Resource information (Dozers, Water Sources, County roads, etc).
3. Countywide Accountability system.
4. County wide PAT tag system
5. Apparatus PAT tag holder
6. Incident command board/tactical worksheets
7. Designation Vests

Responsibilities of Command

The Incident Commander is responsible for the completion of tactical priorities.

1. Remove endangered occupants and treat the injured.
2. Stabilize the incident and provide life safety
3. Conserve property.
4. Provide for the safety, accountability, and welfare of emergency personnel. (These priorities are not in any specific order, however #4 should be ongoing throughout the incident)

Functions of Command

1. The First arriving officer or acting officer shall **assume** and **announce** command and establish an effective way of operating position. (Command Post)
2. Rapidly evaluate the situation. (a.k.a. size up)
3. Initiate, maintain and control the communications process, which involves identifying the overall strategy, develop an incident action plan, and assign companies consistent with the plans and SOP's.

4. Provide tactical objectives.
5. Review, evaluate, and revise (as needed) the incident action plan.
6. Provide the continuity, transfer, and termination of command.

Establishing Command

The **first** officer on the scene shall initiate the IMS system. For incidents that require multiple companies, the **first** officer or acting officer on the scene must establish and announce “Command” and develop an Incident Command structure appropriate for the incident.

THE FIRST ARRIVING OFFICER OR ACTING OFFICER SHALL ACTIVATE THE COMMAND PROCESS BY GIVING A BRIEF INITIAL RADIO REPORT (BIR).

The radio report should include any or all:

- Unit designation or title of officer
- Obvious conditions (Working fire, haz-mat spill, extrication etc.)
- Level of staging (I or II)
- Switching units to tactical channel
- Declaration of strategy
- Any obvious safety conditions
- Where command post will be
- Request or release resources

Radio Designation

The radio designation **Command** will be used along with geographical location of the incident. The designator word **Command** shall only be associated with the Incident Commander and should not be used with any other level of the IMS system. This designation of **Command** will remain with the officer currently in charge, throughout the incident until the IC gives termination.

Once the Officer has established an IMS system on scene, only the IC shall talk to the Dispatch Center. All responders when on scene will have all communications go through the chain of command.

Command Options

The responsibility of the first arriving officer is to assume command of the Incident. Depending on the situation, the officer should use several options:

- **Size Up**

Evaluate the situation. Consider resources responding. Are they enough? Do you need other resources other than Emergency responders?

- **Command Mode**

Certain incidents by virtue of their size, complexity, or potential for rapid expansion, require immediate strong, direct overall command. In such cases, Company Officers will initially assume an exterior safe and effective Command Position and maintain that position until relieved by another Officer or Acting Officer.

The Incident Commander should be thinking about but not limited to the following:

1. The “BIG PICTURE”.
2. Have all sides of the structure been evaluated.
3. Life Safety.
4. Environment Conservation.
5. Pre-plan review
6. Site specific hazards

Fire Departments should develop Department Specific tactical worksheets to be used in conjunction with an information board.

All Fire Departments and Rescue Companies shall utilize and follow the following systems:

- **County Wide Accountability system for tracking of emergency responders on scene.**
- **“Mayday” program and be able to respond effectively when an emergency responder utilizes this program.**
- **Implement and effectively use the Rapid Intervention Team program at all Working fire and other incidents deemed necessary.**

- **Staging Mode**

Depending on the situation the Incident Commander should stage emergency apparatus and personnel until the incident can be evaluated. The two levels of staging are:

- **Level I Staging-** All responding apparatus respond to their assigned area as described by SOP. PAT tags are collected and placed on PAT tag holder. Personnel remain on apparatus unless requested by command.

- **Level II Staging-** First arriving apparatus responds to the scene. All others will respond to an established area as requested by first arriving Officer or acting officer. If no staging area is given, all apparatus shall stage in their direction of travel, uncommitted away from the incident until assigned by Command.

This Command decision should be transmitted to the Dispatch Center so as to be announced to all responding units.

- **Operational Mode**

If the situation requires multiple resources and units to be used, the Incident Commander shall give a brief initial report. This report will notify all emergency responders that the incident

shall require SOP's for tactical operations to be used.

If the situation requires multiple resources and units to be used the Incident Commander should assign a RAPID INTERVENTION TEAM.

- **Additional Alarms or Requests for Apparatus**

When requesting additional alarms or apparatus, the Incident Commander should be the only one asking for resources. When asking for additional alarms, the Incident Commander should advise on a staging area for apparatus to respond to. This will reduce radio traffic and allow for resources to be pulled when needed.

- **Passing/Transfer of Command**

When a Chief Officer or Higher-ranking Officer arrives on the scene the same time as the initial arriving company, the Chief Officer should assume command of the incident. In the situation where the Chief Officer or the higher-ranking Officer is not on the scene upon arrival of the first unit, the Chief Officer shall contact the officer for status before assuming command. Once this is complete the Chief Officer shall contact the to notify them of the change of command. Later arriving Chief Officers should report to the Command Post for assignment on the Command Staff.

General Considerations

The response and arrival of additional ranking officers on the incident scene strengthens the overall Command function. As the incident escalates, the incident Commander should use these officers as needed.

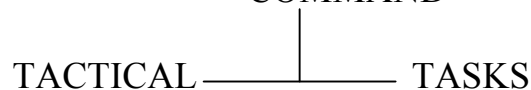
THE INCIDENT COMMANDER HAS THE OVERALL RESPONSIBILITY FOR MANAGING THE INCIDENT. HE HAS THE AUTHORITY.

Command Structure

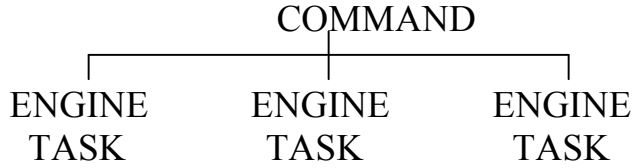
BASIC ORGANIZATION

STRATEGY

COMMAND



This is usually a single engine response. The company officer determines the strategy and tactics and supervises the crew doing the task.



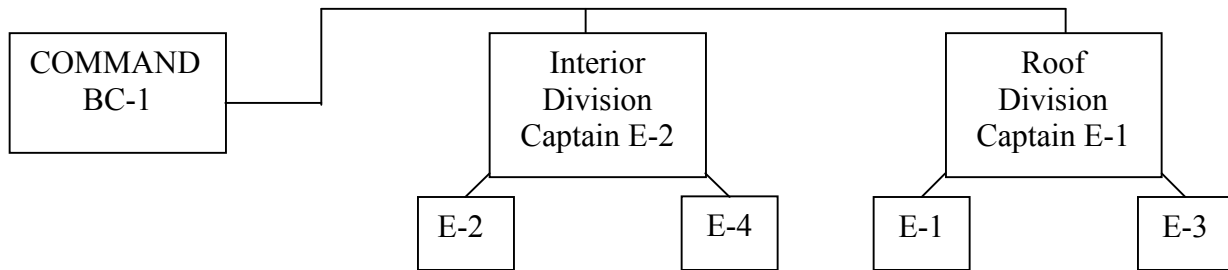
Usually, this is the structure for a routine incident involving a small number of companies requiring only two levels of the Command structure. The role of the Command combines the strategic and tactical levels. Companies report directly to Command and operate at the task level.

Command Structure

The term division is a tactical level management unit that group companies. The term Division can be used for both geographic and functional operations.

Tactical Level Officer

As the incident escalates, the Incident Commander should group companies to work in divisions.



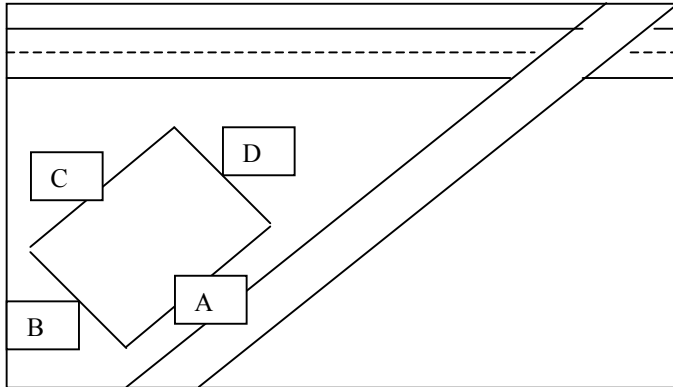
DIVISION DESIGNATION

TACTICAL ASSIGNMENT FOR MULTI-STORY INCIDENT

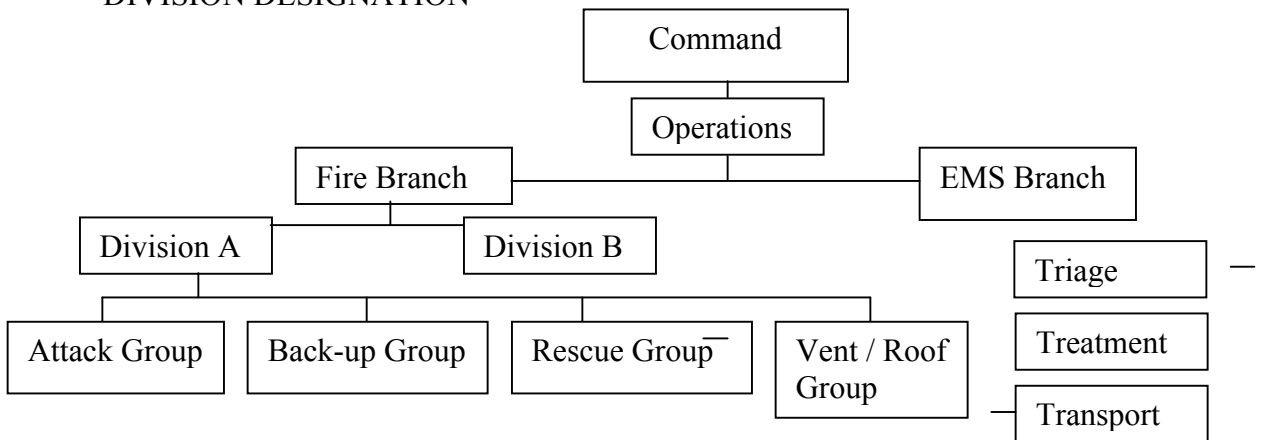
Division 6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Division 5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Division 4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Division 3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Division 2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Division 1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sub-Division 1											
Sub-Division 2											

DIVISION DESIGNATION

For situations where the incident has an odd geographical layout, the front of the building is designated, Division A and the remaining sides are given radio designation of B, C and D in a clockwise manner.



DIVISION DESIGNATION



The use of divisions in the Command organization provides a standard system to divide the incident scene into smaller management units or areas.

Complex emergency situations often exceed the capability of one officer to effectively manage the entire operation. Divisions allow the Incident Commander to communicate principally with these organizational groups.

When effective Divisions have been established, the Incident Commander can concentrate on overall strategy and resource assignments allowing the divisions to manage their assigned units.

Divisions reduce the overall amount of radio communications. Most routine communications

within a division should be conducted in a face-to-face manner between Company officers and their Division. This process reduces unnecessary radio traffic and increases the ability to transmit critical radio communications.

When establishing a division, the Incident Commander will assign each division:

1. Tactical Objectives.
2. A radio designation {roof division A}
3. The identity of resources to the division.

Division Guidelines

DIVISIONS WILL BE REGULATED BY THE FOLLOWING GUIDELINES:

It will be the ongoing responsibility of the Command to assign the divisions as required for effective emergency operations.

Command shall advise each division of specific tactical objectives, strategy and plans so each division will have some idea how their assignment fits into the overall plan.

The number of companies assigned to each division will be determined by condition of the incident. Command will maintain an awareness of the number of companies working within a division. In most cases, five companies represent the maximum span of control for a division.

The incident scene should be subdivided in a manner that makes sense. This can be accomplished by assigning divisions to geographic locations {roof division, etc}.

Chief officers, company officers, public safety officers will command divisions, or any other Emergency Service member designated by command.

The guidelines for span of control within a division are a maximum of FIVE.

The division officer must be in a position to directly supervise and monitor operations. This will require the division officer to be equipped with the appropriate protective clothing and equipment for their area of responsibility. A partner must accompany an officer assigned within a hazard zone.

Responsibilities for each Division Officer

1. Complete objectives assigned by Command.
2. Account for all assigned personnel.
3. Ensure that operations are conducted safely.
4. Monitor work progress.
5. Redirect work activities as needed.
6. Coordinate actions with related activities, and adjacent divisions.

7. Monitor welfare of assigned personnel.
8. Request additional resources as needed.
9. Provide command with essential and frequent progress reports.

Command must be advised immediately of significant change, particularly those involving the ability or inability to complete an objective, hazardous conditions, structural collapse, etc.

Expanding the Organization

As a small incident escalates into a major incident, the Incident Commander can become quickly overloaded with information management, assigning companies, filling out and updating the tactical worksheets, planning, forecasting, requesting additional resources, talking on the radio, and fulfilling all the other functions of command. As additional ranking officers arrive on the scene, the command organization may be expanded through implementation of branches and sections and the involvement of officers and staff personnel to fill Command and General Staff positions.

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

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

1. Operations
2. Planning
3. Logistics
4. Finance/ Administration

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

Incident Commander

IDENTIFICATION: White Vest with rank of position

Once the operations Division is in place and functioning, the Incident Commanders focus should be on strategic issues, overall strategic planning, and other components of the incident. The focus is to look at the “BIG PICTURE” and the impact of the incident from a broad prospective.

The Incident Commander should provide direction, advice, and guidance to the command and general staff in directing the tactical aspects of the incident.

ROLES AND RESPONSIBILITIES:

Review and evaluate the plan and initiate any needed changes.

Provide an ongoing review of the overall incident {The Big Picture}.

Select priorities.

Provide direction to the Command and General Staff Officers.

Review the Organization structure, initiate changes or expansion to meet incident needs.

Stage Command and General Staff functions as necessary.

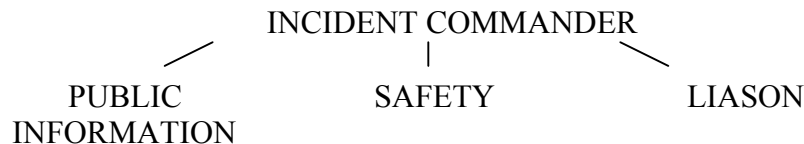
Establish liaison with other internal agencies and officials, outside agencies, property owners and/or tenants.

Incident Command shall establish Command post with a flashing green light.

Establish a liaison Officer for personnel accountability in accordance with Hampton-Valley Forge Volunteer Fire Dept. Personnel Accountability System.

Command Staff Officers

Command staff positions are established to assume responsibility for key activities, which are not a part of the line organization. Three specific activities, which are not part of the line organization, are PUBLIC INFORMATION OFFICER, SAFETY OFFICER and LIAISON OFFICER.



Duties of Staff Positions

PUBLIC INFORMATION OFFICER

IDENTIFICATION: Brown Vest with rank

Responsible for formatting and disseminating factual and timely reports about the incident to news media and other appropriate agencies.

SAFETY OFFICER

IDENTIFICATION: Green Vest with rank

Responsible for monitoring and assuring the safety of the personnel and equipment within the secured area. Review incident activity for hazards and establish rest and personnel treatment areas.

LIAISON OFFICER

IDENTIFICATION: Vest with rank.

Responsible for coordinating with other appropriate agencies as needed or requested by incident commander, including local, federal, state and private sector agencies.

Operations Division Officer

IDENTIFICATION: Vest with rank

The Incident Operations Division Officer is responsible for the direct management of all incident tactical activities and should have direct involvement in the preparation of the action plan for the period of responsibility.

ROLES AND RESPONSIBILITIES:

Manage incident tactical activities.

Coordinate activities with the Incident Commander.

Implement the incident action plan.

Assign resources to tactical level areas based on the tactical objectives and priorities.

Build an efficient organizational structure through the use of branches and divisions.

Provide tactical objectives for divisions.

Control staging and air operations.

Provide for life safety.

Determine needs and request additional resources.

Consult with and inform divisions and Incident Commander Staff as needed.

Water Supply Officer

Responsible for the development of adequate water sources in fire suppression situation to implement the tactics outlined by Incident Command.

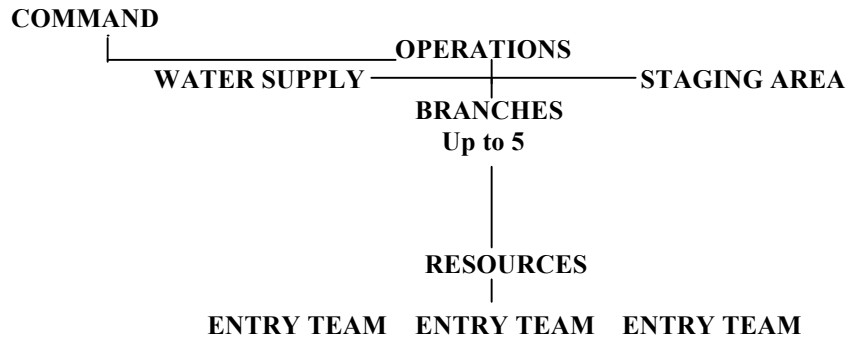
ROLES AND RESPONSIBILITIES:

Obtain situation briefing from Operations Division Officer.

Locate and prepare primary and secondary water source.

Brief Staff

Coordinate source and pump site.



Duties of Unit Officers

DIVISION OFFICER

Responsible for the implementation of the assignment portion of the incident action plan, assignment of resources within the division and reporting progress of control operations and status of resources within the division.

ENTRY TEAM OFFICER

Responsible for performing tactical assignments assigned to the entry team. The leader reports the work progress, resource status, and other important information to the division officer.

STAGING OFFICER

Responsible for the assembly of personnel and equipment at the staging area.

Staging Officer

IDENTIFICATION: Orange Vest with rank.

Staging areas are locations designed within the incident area, which are used to temporarily locate resources, which are available for assignment.

In the expanded organization structure, staging reports to the Operations Division Officer. The Operations Division Officer may establish, move, and discontinue the use of the staging area. Staging will request logistical support {food, fuel, and sanitation}.

ROLES AND RESPONSIBILITIES:

Obtain situation briefing from Operations Division Officer.

Assess situation.

Appoint a brief staff.

Locate, prepare, and identify staging area.

Consider:

Safety and accessibility.

Traffic control must be monitored.

Order and dispense resources as directed by the Operations Officer.

Maintain predetermined resources inventory.

Coordinate with Logistics Division Officer/Chief and anticipate changes in requirements.

Keep record of resource requirements, staffing/equipment.

Determine support needs: fuel, food, sanitation, and security.

Establish and maintain a check in log.

OPERATIONS SECTION OFFICER

└────────── **STAGING AREAS**

Planning Division Officer

IDENTIFICATION: Vest with rank

The Planning Division Officer is responsible for the collection evaluation, and processing of information needed for effective decision-making. Information Management is a full time job at a complex incident. Critical information should be forwarded to command immediately. Information should be used to make long-range plans. The Planning Division Officer's goal is to plan ahead of current events and to identify the need for resources before they are needed.

ROLES AND RESPONSIBILITIES:

Evaluate current strategy and plan with the Incident Commander.

Maintain resources and personnel accountability status.

Refine and recommend any needed changes to plan with operations input.

Evaluate incident organization and span-of-control.

Forecast possible outcome.

Evaluate future resource requirements.

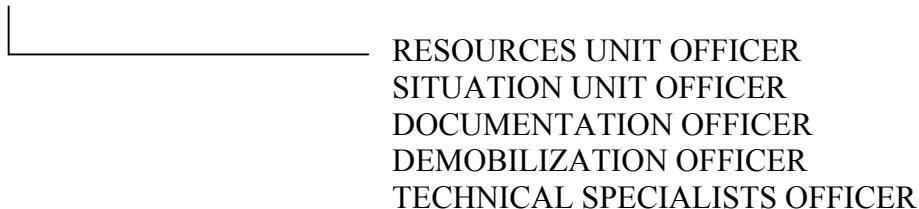
Utilize technical assistance as needed with outside agencies.

Gather, update, improve and manage situation status with a standard systematic approach.

Plan for incident demobilization.

Maintain incident records.

PLANNING SECTION



Duties of Unit Officers

RESOURCES UNIT OFFICER

Responsible for recording the status of resources committed to an incident.

SITUATION UNIT OFFICER

Responsible for analyzing the situation as it is in progress.

DOCUMENTATION OFFICER

Responsible for recording and protecting all documents relevant to the incident.

DEMOBILIZATION OFFICER

Responsible for assuring an orderly, safe, and efficient demobilization.

TECHNICAL SPECIALIST UNIT OFFICER

Report and obtain briefing and special instructions from Planning Officer.

Provide advice and assistance to appropriate officers within the command structure.

Assist with assessing the situation.

Logistics Division Officer

IDENTIFICATION: Vest with rank.

The Logistics Division Officer provides services and support systems to all the organizational components involved in the incident, including facilities, transportation, supplies, equipment, maintenance, fueling, feeding, communications, and medical services, including Responder Rehab.

ROLES AND RESPONSIBILITIES:

Provide medical for incident personnel and manage responder rehab.

Coordinate critical incident stress debriefing function.

Provide and manage any needed supplies or equipment.

Forecast and obtain future resource needs {coordinate with the planning division}

Provide for communications plan and any needed communications equipment.

Provide fuel and needed repairs for equipment.

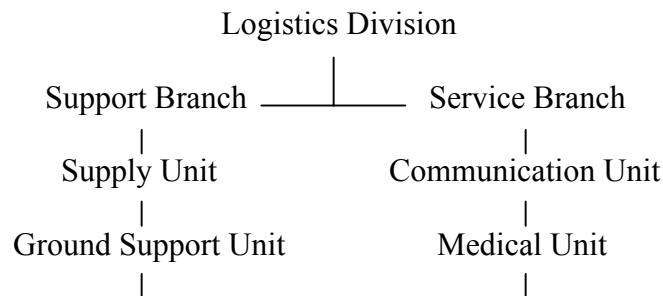
Obtain specialized equipment or expertise per command.

Provide food and needed supplies.

Secure any needed fixed or portable facilities.

Provide any other logistical needs as requested by command.

Supervise assigned personnel.



Facilities Unit

Food Unit

Duties of Unit Officers

SERVICE BRANCH OFFICER

Responsible for managing the communications, medical, and food support units, which have been established for the particular incidents.

COMMUNICATIONS UNIT OFFICER

Responsible for the handling of radio and telephone communications for the incident commander.

MEDICAL UNIT OFFICER

Responsible for providing medical services to on-scene personnel. Follows the EMS medical command protocol.

FOOD UNIT OFFICER

Provides food for on-scene personnel.

SUPPORT BRANCH OFFICER

Responsible for providing the personnel, equipment, and supplies incident operations.

SUPPLY UNIT OFFICER

Responsible for ordering equipment and supplies needed for the incident.

FACILITIES UNIT OFFICER

Responsible for providing fixed facilities for incident.

GROUND SUPPORT UNIT

Responsible for providing ground support for apparatus, personnel, and their needs.

Finance / Administration

IDENTIFICATION: Vest with rank

The finance/ administration division is established on incidents when the department who is involved has specific needs for financial services. Not all incidents will require this service.

ROLES AND RESPONSIBILITIES:

Procuring of services and supplies from sources within and outside the fire department as required by the command {coordinates with logistics}

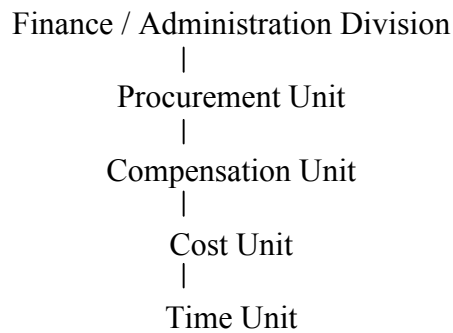
Documenting all financial costs of the incident.

Documenting for possible cost recovery.

Analyzing and managing legal risk for incident {hazardous materials clean up}.

Documenting for compensation and claims for injury.

The Financial/Administration Division Officer is responsible for obtaining any needed incident documentation for potential cost recovery efforts.



Duties of Unit Officers

TIME UNIT OFFICER

Responsible for maintaining a record of time of those working at the incident.

PROCUREMENT OFFICER

Responsible for procuring the necessary supplies and equipment, which are the responsibilities of the fire department incident.

COMPENSATION/CLAIMS OFFICER

Responsible for maintaining records of operating personnel injuries or facilities.

COST UNIT OFFICER

Responsible for maintaining and analyzing cost data development from the incident.