6. Incident Management

6.1 Incident Command

6.1.1 Incident command is an important function in the fire service. The proper use of command improves safety by providing proper supervision, accountability, coordinated efforts, and improved communications. Effective incident management also minimizes "free-lancing," and can reduce the Companies liability as well as the financial impact of emergencies on the community.

6.1.2 To alleviate the confusing choice of which command system to use, the South Wall Fire Rescue Company will adopt the National Fire Academy Incident Command System (ICS).

6.1.3 This chapter will cover the many functions of ICS. These SOG's identify procedures that can be employed in establishing Command and managing an incident, emergency or non-emergency. It is a mandatory regulation that each firefighter attend Incident Management 100 (I-100) and all elected Officers attend Incident Management 200 (I-200), Incident Management 300 (I-300) and Chief Officers must attend Incident Management 400 (I-400). All Officers must then obtain the proper level of Incident Management, ex: Incident Management Level 1. The aforementioned are mandated by the state of New Jersey, Division of Fire Safety.

6.1.4 These SOG's are designed to fix the responsibility for Command on a specific individual through a standard identification system, depending on the arrival sequence of members, apparatus, and Chief Officers. It is also designed to provide a system to process information to support incident management, planning, and decision making.

6.2 Responsibilities of Command

6.2.1 The IC (Incident Commander) must consider the completion of the following tactical priorities: Life Safety, Incident Stabilization and Property Conservation.

6.2.2 The IC shall assume and announce Command and establish an effective operating position (Command Post), rapidly evaluate the situation (size-up), initiate, maintain, and control the communications process, identify the overall strategy and select tactics, develop an incident action plan, and assign companies and personnel consistent with the plan and these SOG's, develop an effective Incident Management System (IMS), and review,

evaluate, and revise (as needed) the incident action plan.

6.2.3 The apparatus officer of the first unit to arrive at
the scene shall assume Command of the incident.
The initial IC shall remain in Command until Command is
transferred or the incident is terminated.
The IC must staff the parts of the IMS that are needed to
effectively manage the incident resources.

6.2.4 On incidents where multiple units are dispatched, the
apparatus officer of the first unit has established Command
must begin to develop an Incident Command structure by
giving an initial radio report, as follows:
A.   Unit designation
B.   A brief description of the incident situation.
            Building description.
            Description of the incident conditions.
C.   Actions your crew is performing.
D.   Any obvious safety concerns.
E.   Assumption, identification, and location of Command.
F.   Request of additional resources, or release of
            resources.
G.   Assignment of other responding resources as required.

6.3   Command Options

6.3.1 The responsibility of the first arriving unit officer
to assume Command presents several options, depending on
the situation. If a Chief Officer or a ranking member from
a unit without tactical capabilities initiates Command,
setting up the Command Post should be a top priority. At
most incidents the initial IC will be a Company Officer.

6.3.2 Command is transferred to improve the quality of the
command organization. The following transfer of command
procedure shall be used. The first arriving apparatus
officer will assume Command. If the first arriving IC is
not an Officer, then the first arriving Company Officer
will assume Command after the Transfer of Command
procedures have been completed. The first arriving Chief
Officer shall assume Command of any incident that is still
escalating.

6.3.3 The officer assuming Command will communicate with
the person being relieved. Face-to-face communications are
preferred. However, this may be done by radio if a
face-to-face can not be accomplished. The person being
relieved will brief the officer assuming Command on the
following areas:

A. Incident conditions (e.g., fire location, type of spill
    or release, number of patients, etc.)
B. The incident action plan.
C. What progress has been made towards completion of the
    tactical objectives.
D. Safety considerations.
E. Deployment and assignment of operating companies and
    personnel.
F. Need for additional resources

6.3.4 The assumption of Command by the ranking Officer will
be announced on the radio. The use of additional officers
will be needed to strengthen the command organization.

6.4   Command Structure

6.4.1 The IC is required to develop an organizational
structure to manage the incident. The size and complexity
of the organizational structure will be determined by the
scope of the emergency.

6.4.2 The Incident Command System (ICS) is the basic system
to be used on any size or type of incident.

6.4.3 The ICS is a tool box. Staff only those functions
necessary for the management of the incident. You are not
at the scene to create a "great" organization. You are
there to bring an out-of-control situation back to normal.
Do not over manage or under manage your resources.

6.4.4 The ICS is designed to allow for the adequate and
effective supervision of resources and to prevent any one
manager from becoming "overwhelmed" by too many subordinate
personnel.

6.5   Command Organization

6.5.1 The Command organization must develop at a pace that
stays ahead of the tactical deployment of personnel and
resources. In order for the IC to manage the incident, the
ability to direct, control, and track the position and
function of all operating companies must be in place.

6.5.2 The basic configuration of Command Organization
includes three levels:
STRATEGIC LEVEL - Overall direction of the incident.
TACTICAL LEVEL - Assigns operational objectives (Tactics or

Tasks)
TASK LEVEL - Specific tasks assigned to companies, teams, or

individuals.

6.5.3 The IC must develop an Action Plan for the incident. The strategies and tactics are the basis of all Action Plans. The selection of the appropriate tactics to accomplish the goal is essential. Tactics are "how" the goal will be accomplished. The Action Plan should also cover all support activities needed during the operational period. The Action Plan defines not only the "what" and "how," but also the "who, where and when." The Action Plan is the basis for developing the Command organization, assigning all resources, and providing adequate support for the operating companies.

6.5.4 The Strategic Level:
Involves the overall command of the incident. This involves setting the broad goals, or strategy, and having a view of the "big picture." Strategy is the "what" that has to be done to resolve the incident problems. Strategies are determined through the size-up of the situation that identifies the incident problems. The Strategic Level responsibilities include:

OFFENSIVE or DEFENSIVE operation.
Determining the appropriate strategies.
Establish overall incident objectives.
Setting priorities.
Develop an incident action plan.
Obtaining and assigning resources.
Predicting outcomes and planning.
Assigning specific objectives to tactical level units.

6.5.5 The Tactical Level:
Directs operational activities toward specific objectives.
Includes Branch, Division, Group, and Sector Supervisors.
Responsible for specific geographic or functional areas.
Has authority to make assignments and decisions within the boundaries of the operational plan and the specific area of responsibilities.
Has the responsibility for safety in the specific area of responsibility.

6.5.6 The Task Level.
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. The Task Level activities are routinely supervised by Company Officers. The accumulated achievements of Task Level

activities should accomplish the tactics.

6.5.7 The most basic Command structure combines all three
levels.

Example:
The Company Officer on a single engine responds to a
dumpster fire, determines the strategy (extinguish the
fire) and tactics (organize the firefighters to play a hose
line in the burning dumpster), and supervises the crew
doing the tasks.

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

Example:
Three engine companies respond to a structure fire. The
first-in officer assumes Command and determines the
strategy and tactics. Command assigns the first-in crew to
report to the second-in Company Officer and assigns that
Officer to fire attack with primary search. The third due
company is assigned to ventilation. Command is performing
the strategic and tactical levels and the other Company
Officers are supervising the tasks. The Chief arrives and
Command is transferred.

6.6   Division/Groups

6.6.1 When an incident will involve a number of companies
or crews, the IC shall divide up operations by creating
Divisions or Groups. When establishing a Division or
Group, the IC will indicate the tactical objective(s) to be
accomplished, the Division or Group radio designation and
the identity of the resources assigned to the Division or
Group.

6.6.2 A Division is an organizational level having
responsibility for operations within a defined geographic
area. The Division is an organizational level between the
Branch and the Single Resource, Task Force, and Strike
Team. The department's system for geographically dividing
an incident scene is used with the Division position. Ex.
firefighters working on the second floor will be known as
Division 2.

6.6.3 A Group is an organizational level responsible for a specified functional assignment at an incident. The Group is an organizational level between the Branch and the Single Resource, Task Force, and Strike Team. Group Supervisors MUST coordinate their actions with any Division Supervisors in whose geographic area they intend to operate BEFORE starting those operations. Ex. firefighters that are to perform forcible entry throughout the structure, will be known as the Forcible Entry Group.

6.6.4 When assigning Divisions or Groups, the appropriate span-of-control is considered 3 to 7 firefighters, with 5 being the optimum. Divisions and Groups reduce the span-of-control to a more manageable number. These delegations allow the IC to communicate with these organizational levels rather than with multiple officers. The Division or Group officer is responsible for the details and execution of their part of the action plan. They are responsible for the deployment of the resources at their disposal to accomplish the tactical objectives assigned. They are responsible to communicate their needs and progress to their immediate superior in the ICS.

6.6.5 When properly instituted, the overall radio traffic will be reduced. More face-to-face communications will be established between officers and their single resources. To promote safety, the Division and Group officers must maintain effective personal or radio communications with all their assigned company, crew, strike team or task force leaders. They must also constantly monitor all hazardous situations and risks to personnel and take appropriate action to ensure that subordinates are operating in a safe and effective manner. Communications between elements within a Division or Group should be done face-to-face wherever possible. Division and Group officers will ensure an orderly and thorough reassignment of firefighters to Rehab. Divisions/Groups must report to Rehab intact to facilitate accountability.

6.7   Expanding ICS

6.7.1 The Operations, Planning, and Logistics Section Chiefs and the Unit Leader positions in Planning and Logistics will be staffed only when the corresponding functions are required for effective incident management.

6.7.2 The IC should be cognizant of the probable expansion of the ICS system based on the complexities and the number of resources required for control.

6.7.3 The first command Officer to arrive at an incident that has started as a complex incident and one that will obviously grow to a resource intensive situation must start thinking about expanding the organization at a high level. The staffing of the Section Chief functions will greatly improve the ability of Command to effectively manage the operation by allowing for the delegation of the responsibilities of an entire Section (Planning, Logistics, Finance/Administrative) to others.

6.8   Operation Section Chief

6.8.1 The Operations Section Chief (OSC) is responsible for the direct management of all incident tactical activities, the tactical priorities, and the safety and welfare of the personnel working in the Operations Section.

6.8.2 The OSC is most often staffed when the IC, due to incident complexities, needs to be relieved of the responsibility of being the incident tactician and step back to focus on the "big picture."

6.8.3 The OSC must also be staffed when the IC's span-of-control becomes too large due to the staffing of too many Divisions and/or Groups and one or more Planning or Logistics Sections or Units.

6.8.4 Responsibilities of the OSC:
Manage incident tactical activities.
Coordinate activities with the IC.
Implement the incident action plan.
Assign resources to tactical level areas based on tactical objectives and priorities.
Build an effective organizational structure through the use of Branches and Divisions/Groups.
Control staging and air operations.
Provide for life safety.
Determine needs and request additional resources.
Consult with and inform other sections and the Incident Command Staff as needed.

6.8.5 When the OSC is staffed, the IC is at the Strategic Level, OSC is at the Tactical Level, and the Divisions/Groups and companies are at the Task Level.

6.8.6 When OSC is staffed, Command MUST notify all

Divisions, Groups, and Branches, or single resources that are reporting directly to Command that Operations has been initiated and that those functions are now reporting to Operations. ACKNOWLEDGMENT FROM THESE FUNCTIONS IS REQUIRED.

6.9   Branch Directors - Operations Section

6.9.1 As the span-of-control begins to become excessive, or the incident becomes increasingly complex, the organization can be further sub-divided into Branches.

6.9.2 In general, Branches may be staffed for the following reasons:
Span-of-control problems for Command, or for OSC when staffed.
For specific functional or geographic area supervision and control.
When the incident involves multi-agency, or multi-jurisdictional response.
Example:
The incident may require various specialist activities such as suppression, EMS, and haz mat. Command may decide to segregate these operations under technical experts by creating a Suppression Branch, Multi-casualty (or EMS) Branch, and a Haz Mat Branch.
When the incident requires the services and resources of different agencies or jurisdictions, Command may decide to establish a Fire Branch, Police Branch, Public Works Branch. This provides those other agencies with direct supervision by their own managers. Most often, the OSC will have one or more Deputy Operations Chiefs representing each of the agencies involved. This provides a high level of coordination and authority.

6.9.3 Branch Directors may be located at the Command Post and work face-to-face with Command and the OSC chief(s). On incidents that encompass a large geographic area, it may be more effective to have the Branch Directors in their tactical locations.

6.9.4 When a Branch is staffed, Command, or OSC as appropriate, MUST notify all Divisions, Groups, and single resources assigned to the Branch that the Branch has been initiated and that those functions are now reporting to that Branch. ACKNOWLEDGMENT FROM THESE FUNCTIONS IS REQUIRED.

6.9.5 When the incident calls for a functional Branch structure due to multi-agency response, such as fire, police, and health services, Command, or OSC as

appropriate, should establish a Branch for each of the agencies. When an incident is multi-agency or multi-jurisdictional, resources are best managed under the managers of those agencies who have normal control over those resources.

6.9.6 Branches should always be used at incidents involving two or more distinctly different major management components, e.g., fire with a major evacuation; a large fire with a multi-casualty component, etc.

6.10   Planning Section

6.10.1 The Planning Section is responsible for gathering, assimilating, analyzing, and processing information needed for effective decision making. Information management is a full time task at large and complex incidents. Information is needed for both long term and short term planning. The Planning Section Chief's goal is to plan ahead of current events and to identify the need for resources before they are needed.

6.10.2 The Planning Section is responsible to:

A. Evaluate current strategy and plan with the IC.
B. Maintain resource status and personnel accountability.
C. Refine and recommend any needed changes to the Action
    Plan.
D. Evaluate incident organization and span-of-control.
E. Forecast (predict) possible outcomes.
F. Evaluate future resource requirements.
G. Use technical assistance as needed.
H. Evaluate tactical priorities, specific critical
factors,
    and safety.
I. Gather, update, improve, and manage situation status in
    a systematic way.
J. Coordinate with any needed outside agencies for
planning
    needs.
K. Plan for incident demobilization.
L. Maintain incident records.

6.11   Logistics Section

6.11.1 The Logistics Section is the support mechanism for the organization. Logistics provides service and support systems to all organizational components involved in the incident. The may include: facilities, transportation, equipment maintenance, fueling, feeding, communications,

responder medical services, and responder rehab.

6.11.2 Logistics is responsible to:
A. Provide for medical aid for incident personnel and
    manage Responder Rehab.
B. Coordinate immediate critical incident stress
debriefing
    function.
C. Provide and manage any needed supplies or equipment.
D. Forecast and obtain future resource needs (coordinate
    with the Planning Section).
E. Provide the communications plan and any needed
    communications equipment.
F. Provide fuel and needed repairs to equipment.
G. Obtain specialized equipment or expertise per Command.
H. Provide food and associated supplies.
I. Secure any needed fixed or portable facilities.
J. Provide any other logistical needs as requested as
    requested by Command.
K. Supervise assigned personnel.

6.12   Finance/Administrative Section

6.12.1 The Finance/Administrative Section is established on
incidents when the agency(s) who are involved have a
specific need for finance services. Not all agencies will
require the establishment of a separate
Finance/Administrative Section. In some cases where only
one specific function is required, e.g., cost analysis,
that position could be established as a Technical
Specialist in the Planning Section. In addition to
Finance, other seldom needed but important administrative
functions such as a Legal Unit could be established under
this Section.

6.12.2 The Finance/Administrative Section is responsible
to:
A. Procurement of services and/or supplies from sources
    within and outside the fire department or community as
    requested by Command (coordinates with Logistics).
B. Documenting all financial costs of the incident.
C. Documenting for possible cost recovery for services or
    supplies.
D. Analyzing and managing legal risk for incidents.

E. Document for compensation and claims for injuries.

When this Company requires the use of a
Finance/Administrator, a Fire Commissioner of Wall Township
Fire District #3 will be contacted, assigned and briefed on
the situation and items needed.

6.13   Command Staff

6.13.1 Safety Officer.
Command will staff the Safety Officer function when
Command's allotment of time and focus on safety concerns is
insufficient for the incident situation.

6.13.2 Liaison Officer.
Command will staff the Liaison Officer function when
Command's ability to personally interface with
representatives from outside agencies will interfere with
incident management. The Liaison Officer will establish a
Liaison Area where all members from outside agencies will
be directed to report. This excludes agency
representatives that will be part of the Unified Command
Post. This position can and should be occupied by a
representative from the Wall Township Police Department and
Wall Township Fire Prevention Bureau.

6.13.3 Information Officer.
Command will staff the Information Officer function when
Command's ability to personally meet with media
representatives would interfere with incident management.
The Information Officer will establish an Information Area
where all members from the media will be directed to
report.
The officer will brief the press after consulting with
Command on the information to be released. The officer
will provide other governmental agencies with information
about incident conditions on an as needed basis. Due to
the sensitive areas of investigation and fire control, this
position will be filled by a representative from the Wall
Township Police Department and Wall Township Fire
Prevention Bureau.

6.14   Unified Command

6.14.1 When more than one agency in a single jurisdiction,
or more than one jurisdiction has a legal responsibility

for the mitigation of the incident, Unified Command will be established.

6.15   Fire Fighting Crews

<u>6.15.1</u> A crew in structure fire fighting is composed of members who arrive at the scene on a piece of non-fire fighting apparatus, such as a utility vehicle or private owned vehicle. These personnel must be organized into teams of two or more members before being assigned to tasks.

<u>6.15.2</u> The ranking or most experienced firefighter will be the Crew Leader. The crew must stay together and operate as if they were a company.

<u>6.15.3</u> Personnel reporting to the scene and arriving on non-fire fighting apparatus are directed to report to the Staging Area, if established, or to the Command Post for formation into crews.

<u>6.15.4</u> Crews usually have a radio designation using the term "Crew" plus the Crew Leader's last name, such as Crew Burns. For functional assignments, the term "Crew" is preceded by the function assigned, such as Vent Crew.

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