
	STANDARD OPERATING GUIDELINE				
	OPERATIONS				
	INCIDENT COMMAND SYSTEM				
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1.0 Purpose

- 1.1 The purpose of this guideline is to document the Incident Command System (ICS) utilized by the Highland Park Fire Department.
- 1.2 The ICS is a management system designed to enable effective and efficient domestic incident management by integrating a combination of equipment, personnel, facilities, procedures, and communications operating within a common organizational structure.
- 1.3 Emergency incidents can involve operations that vary considerably in their complexity and scale. The control of these incidents depends on a planned, systematic implementation of an effective fireground organization to accomplish identified objectives. The ICS forms the basic structure of operations, regardless of scale. An effective system is designed to manage incidents of different types, including structure fires, wildland fires, hazardous materials incidents, technical rescue incidents, and medical emergencies.
- 1.4 This guideline is consistent with procedures specified in the National Incident Management System (NIMS), as adopted by the City of Highland Park on September 13, 2004.

2.0 Responsibility



- 2.1 It is each individual member's responsibility to follow this Standard Operating Guideline, and each Officer's responsibility to insure that there is compliance.

3.0 Command Procedures

- 3.1 Command procedures are designed to:
 - 3.1.1 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.
 - 3.1.2 Ensure that a strong, direct, and visible Command will be established from the onset of the incident.
 - 3.1.3 Establish an effective incident organization defining the activities and responsibilities assigned to the Incident Commander and to other individuals operating within the Incident Command System.
 - 3.1.4 Provide a system to process information to support incident management, planning, and decision making.
 - 3.1.5 Provide a system for the orderly transfer of Command to subsequent arriving Officers.

4.0 Responsibilities of Command

- 4.1 The Incident Commander (IC) is responsible for the completion of the tactical priorities. The tactical priorities are:
 - 4.1.1 Remove endangered occupants and treat the injured.
 - 4.1.2 Stabilize the incident and provide for life safety.
 - 4.1.3 Conserve property.
 - 4.1.4 Provide for the safety, accountability, and welfare of personnel. This priority is ongoing throughout the incident.
 - 4.1.5 Develop and utilize an Incident Action Plan (IAP). Utilizing the Field Operations Guide (FOG) Tactical Worksheets and Incident Checklists will assist with this process.
- 4.2 The IC is responsible for building a command structure that matches the organizational needs of the incident.



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5.0 Functions of Command

- 5.1 The functions of Command include:
- 5.1.1 Assume and announce Command and establish an effective operating position (Command Post).
 - 5.1.2 Rapidly evaluate the situation (size-up).
 - 5.1.3 Initiate, maintain, and control the communication process.
 - 5.1.4 Identify the overall strategy, develop and utilize an Incident Action Plan (IAP), and assign companies and personnel consistent with plans and standard operating guidelines.
 - 5.1.4.1 IAP's may be found in the Field Operations Guide located in Battalion 33.
 - 5.1.5 Develop an effective Incident Management Organization.
 - 5.1.6 Provide tactical objectives.
 - 5.1.7 Review, evaluate, and revise (as needed) the IAP.
 - 5.1.8 Provide for the continuity, transfer, and termination of Command.
- 5.2 The IC is responsible for all of these functions. As (and if) Command is transferred, so is the responsibility for these functions. The first five (5) functions *must* be addressed immediately from the initial assumption of Command.

6.0 Establishing Command



- 6.1 The first Fire Department member or unit to arrive at the scene shall assume Command of the incident. The initial IC shall remain in Command until Command is properly transferred or the incident is stabilized and terminated.
- 6.1.1 The first unit or member on the scene must initiate whatever parts of the Incident Management System (IMS) are needed to effectively manage the incident scene.
 - 6.1.2 A Code 2 (single station or company) incident may only require that Company or unit acknowledge their arrival on the scene.
 - 6.1.3 For incidents that require the commitment of multiple companies or units (Code 3, Code 4, multiple ambulance Code 1), the first unit or member on the scene *must* establish and announce "Command" and develop a Command structure appropriate for the incident.
- 6.2 The first arriving Fire Department unit (Highland Park or an automatic aid fire company) activates the Command process by giving an initial radio report. The radio report should include:
- 6.2.1 Unit designation of the unit arriving on the scene.
 - 6.2.2 A brief description of the incident situation, i.e., building size and description, occupancy, haz-mat, multi-vehicle accident, etc.
 - 6.2.3 Obvious conditions (working fire, haz-mat spill, multiple patients, etc.)
 - 6.2.4 Brief description of actions being taken.
 - 6.2.5 Declaration of strategy.
 - 6.2.6 Assumption, identification, and location of Command.
 - 6.2.7 Request or release resources as required.

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- 6.3 The radio designation “Command” will be used along with an incident scene identifier e.g... “Central Avenue Command.” This designation will not change throughout the duration of the incident. The designation of “Command” will remain with the Officer currently in Command of the incident throughout the event.

7.0 Command Options

- 7.1 The responsibility of the first arriving unit or member to assume Command of the incident presents several options, depending on the situation. If a Chief Officer or other department member without tactical capabilities initiates Command, the establishment of a Command Post should be a top priority. The following Command options define the Company Officer’s direct involvement in tactical activities and the modes of Command that may be utilized.
- 7.1.1 *Nothing Showing Mode:* These situations generally require investigation by the initial arriving company while other units remain in a staged mode. The Officer should go with the company to investigate while utilizing a portable radio to Command the incident or pass Command to the *on scene* Battalion Chief. The Company Officer also has the option of establishing a control point at the alarm panel while the remaining crew members proceed to the alarmed area.
- 7.1.2 *Fast Attack Mode:* Situations that require immediate action to stabilize and require the Company Officer’s assistance and direct involvement in the attack. In these situations the Company Officer goes with the crew to provide the appropriate level of supervision. Examples of these situations include:
- 7.1.2.1 Offensive fire attacks, remembering 2 in, 2 out requirements.
- 7.1.2.2 Critical life safety situations which must be completed in a compressed amount of time.
- 7.1.2.3 Any incident where the safety and welfare of firefighters is a major concern.
- 7.1.2.4 Obvious working incidents that require further investigation by the Company Officer.
- 7.1.2.5 The fast attack mode should not last more than a few minutes and will end with one of the following:
- 7.1.2.5.1 The situation is stabilized.
- 7.1.2.5.2 The situation is not stabilized and the Company Officer must withdraw and establish a Command Post. No crew members should remain in a hazardous area without portable radio communications.
- 7.1.2.5.3 Command is transferred to another high ranking Officer
- 7.1.3 *Command Mode:* Certain incidents, by virtue of their size, complexity, and potential for rapid expansion, require immediate strong, direct, overall Command. In such cases, the Company Officer will initially assume an exterior, safe, and effective Command position and maintain that position until relieved by a higher ranking Officer.
- 7.1.3.1 If the Company Officer selects the Command mode, the following options are available regarding the assignment of the remaining crew members:
- 7.1.3.1.1 The Officer may “move up” within the company and place the company into action with the remaining crew members. One of the crew members will serve as the Acting Company Officer.
- 7.1.3.1.2 The Officer may assign the crew to work under the supervision of another Company Officer.
- 7.1.3.1.3 The Officer may assign the crew to Command staff functions.

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8.0 Passing Command



- 8.1 In situations where there is a Battalion Chief responding, it is advantageous for the first arriving Company Officer to pass command once the Battalion Chief *arrives on the scene*. This is indicated when the initial commitment of the first arriving company requires full crew participation. Command *shall not be passed* to an Officer that is not on the scene.
- 8.2 When a Battalion Chief arrives at the scene with the first arriving companies, the Battalion Chief should assume Command initially.
- 8.3 Should a situation occur where a later arriving Battalion Chief cannot locate or communicate with Command (after several radio attempts), the Battalion Chief will assume Command and initiate whatever action necessary to confirm the safety of the missing crew.

9.0 Transfer of Command

- 9.1 Command is transferred to improve the quality of the Command organization. The following guidelines outline the transfer of Command process:
 - 9.1.1 The first Fire Department member arriving on the scene will automatically assume Command. This will normally be a Company Officer or Acting Company Officer, but could be any member of the Fire Department.
 - 9.1.1.1 If the Battalion Chief is part of the first arriving group, the Battalion Chief will assume Command.
 - 9.1.2 Later arriving, higher ranking Chief Officers may choose to assume Command, or assume an advisor position.
- 9.2 The Officer assuming Command will communicate with the person being relieved by radio or face-to-face. Face-to-face is the preferred method.
- 9.3 The person being relieved will brief the Officer assuming Command, indicating at least the following:
 - 9.3.1 Incident conditions, fire location, extent, etc.
 - 9.3.2 Incident action plan.
 - 9.3.3 Progress towards completion of tactical objectives.
 - 9.3.4 Safety considerations.
 - 9.3.5 Deployment and assignment of operating companies.
 - 9.3.6 Appraisal and need for additional resources.
- 9.4 The person being relieved of Command should review the tactical worksheet with the Officer assuming Command, if one has been established.

10.0 Command Structure

- 10.1 It will be the responsibility of the Incident Commander to develop an organizational structure utilizing standard operating guidelines as soon as possible after arrival and implementation of initial tactical control measures.
- 10.2 The Command organization must develop at a pace that stays ahead of the tactical deployment of personnel and resources. In order for the Incident Commander to effectively manage the incident, he/she must first be able to direct, control, and track the position and function of all operating companies. Simply put, this means:
 - 10.2.1 Large scale and complex incident = Large Command Organization

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10.2.2 Small scale and “Simple” incidents = Small Command Organization

10.3 The basic configuration of Command incidents includes three levels:

10.3.1 Strategic Level: Overall direction of the incident (Command).

10.3.2 Tactical Level: Assigns operational objectives (Divisions or Groups).

10.3.3 Task Level: Specific tasks assigned to companies (Companies).

10.4 The following are key terms that are used to shape the structure of the Command organization:

10.4.1 *Branch*: The organizational level having functional or geographical responsibility for *major* parts of incident operations. The IC may establish geographical Branches to resolve span-of-control issues or assign functional Branches to manage specific functions. The Branch will be managed by a Branch Director, who will be a Tactical Level Chief Officer who will report to the Operations Section Chief or to the Incident Commander as appropriate.

10.4.2 *Division*: A Division is the organizational level having responsibility for operations within a defined geographical area. A Division is usually led by a Division Supervisor (usually a company officer) who reports to a Branch Director. If a Branch has not been established, the Division Supervisor reports directly to Command or to the Operations Section Chief if one is established.

10.4.3 *Group*: A Group is the organizational level having responsibility for specified functional assignments at an incident, e.g., fire suppression, evacuation, etc. A Group is led by a Group Supervisor (usually a company officer) who reports to a Branch Director. If a Branch has not been established, the Group Supervisor reports directly to Command or to the Operations Section Chief if one is established. The group Supervisor will use a radio designation assigned by Command.

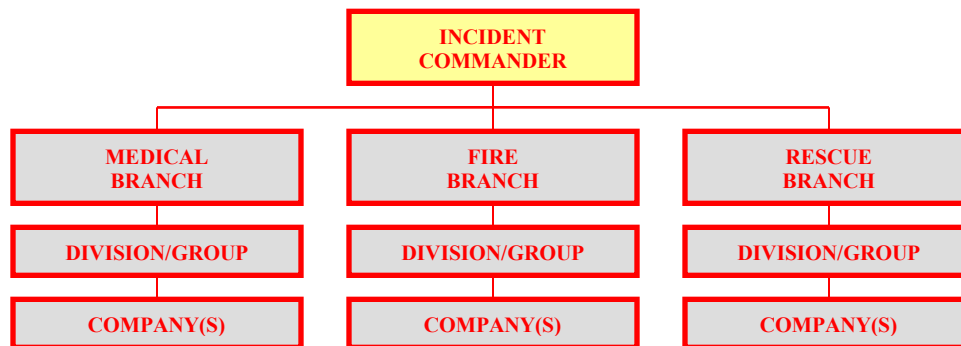
10.4.1.1 The Division/Group supervisor is responsible to supervise all personnel operating in his/her area. This person will be responsible for accountability in this area and provide reports on changes in conditions to the Branch Director, the Operations Section Chief, or the IC as appropriate. Division/Group leaders will utilize a radio designation assigned by Command.

10.5 Examples of Command Structures:

BASIC INCIDENT

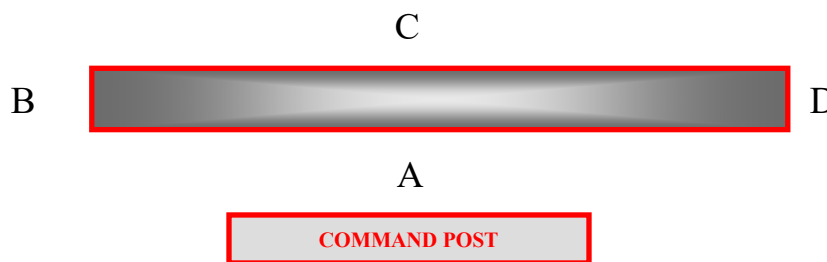


LARGER INCIDENT



10.6 Division/Group Designation

10.6.1 Letter designations will be used for the sides of the structure (A *Alpha*, B *Bravo*, C *Charlie*, D *Delta*). Normally, the front of the building or the location of the Command Post is designated Side A. Floor designations will be numerical.



11.0 Incident Command System Organization

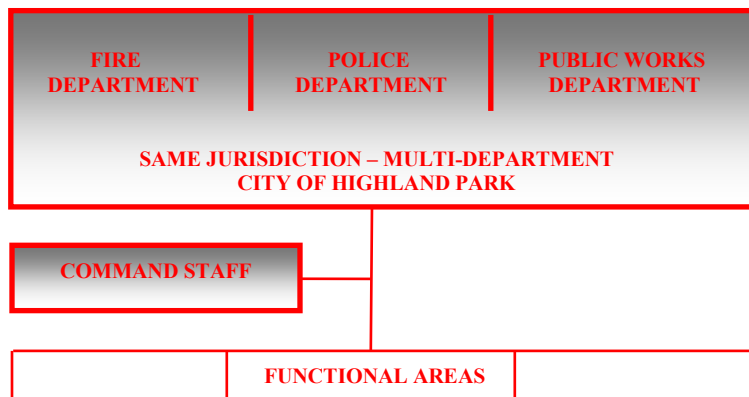
- 11.1 Functional Structure. The Incident Command System (ICS) comprises five major functional areas; Command, Operations, Planning, Logistics, and Finance and Administration. A sixth area, Intelligence, may be established if required.
- 11.2 Modular Extension. The ICS organizational structure is modular, extending to incorporate all elements necessary for the type, size, scope, and complexity of the incident. The IC structural organization builds from the top down; responsibility and performance begin with the Incident Command System element.

- 11.3 The modular concept is based on the following considerations:
- 11.3.1 Developing the form of the organization to match the function or task.
 - 11.3.2 Staffing only the functional elements that are required.
 - 11.3.3 Observing recommended span-of-control guidelines.
 - 11.3.4 Deactivating organizational elements no longer needed.
- 11.4 The distinctive title assigned to each element of the ICS organization at each corresponding level, as well as the leadership and support title, are illustrated below.
- | | | | |
|--------|--------------------------------------|-----------------------------------|--------------------------------|
| 11.4.1 | <u>Organizational Element</u> | <u>Leadership Position</u> | <u>Support Position</u> |
| | Incident Command | Incident Commander | Deputy |
| | Command Staff | Officer | Assistant |
| | Section | Section Chief | Deputy |
| | Branch | Branch Director | Deputy |
| | Divisions and Groups | Supervisors | N/A |
| | Unit | Leader | Manager |
| | Strike Team/Task Force | Leader | Resource Boss |
- 11.5 Sections. Sections are defined as the organizational level having responsibility for the major functional areas of the incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if required). The Section is organizationally situated between the Branch and the Incident Commander. The listed Sections are explained as follows:
- 11.5.1 Operations Section: Responsible for managing tactical operations at the incident site directed towards reducing the immediate hazard, saving lives and property, establishing situation control, and restoring normal conditions. The Operations Section can utilize the Field Operations Guide to facilitate these situations. Branches, Divisions and Groups report to the Operations Section Chief. Units that may be specific to Operations can be:
 - 11.5.1.1 Resources (single, task forces, strike teams), air operations, etc.
 - 11.5.2 Planning Section: Responsible for collecting, evaluating, and disseminating tactical information pertaining to the incident. This Section maintains information and intelligence on the current and forecasted situation, as well as the current status of resources assigned to the incident. Units that may be specific to Planning can be:
 - 11.5.2.1 Resources, situation (maps, etc), documentation, demobilization, technical.
 - 11.5.3 Logistics Section: This Section meets all support needs for the incident, including ordering resources through appropriate procurement authorities from off-site locations. It also provides facilities, transportation, supplies, equipment maintenance and fueling. Units that may be specific to Logistics can be:
 - 11.5.3.1 Supply, facilities, ground support, communications, food, medical (involving incident personnel).
 - 11.5.4 Finance/Administration Section: Where there is a specific need for financial, reimbursement (individual, and agency or department), and/or administrative services to support incident management activities, a Finance/Administration Section is established. Under ICS, not all incidents require such assistance. Units that may be specific to Finance/Administration can be:
 - 11.5.4.1 Time (recording of personnel), procurement, compensations and claims, secretarial, IT, and cost.

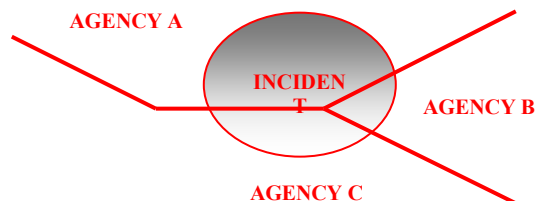
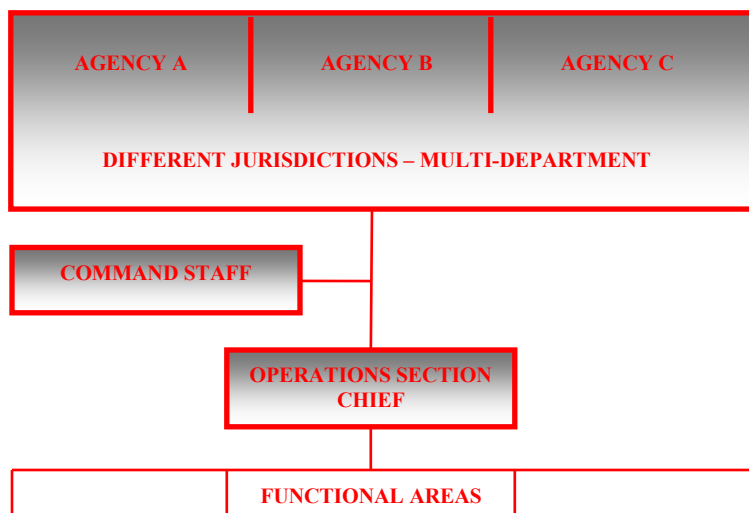
12.0 Multi-Agency Coordination Systems



12.1 A Multi-Agency Coordination System structure is called for under the following conditions:

- 12.1.1 The incident is totally contained within the City of Highland Park, but more than one department or agency shares management responsibility due to the nature of the incident or the kinds of resources required.
- 12.1.2 Fire, EMS, and Police all share immediate but diverse objectives. An example of this kind of multi-agency structure is illustrated below:



12.1.3 The incident is multi-jurisdictional in nature; i.e., a major flood, tornado, etc.



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12.2 Multi-Agency Coordination Systems Elements

12.2.1 Multi-Agency Coordination Systems may contain the following entities. The size and scope of the system is dependent on the size and nature of the incident. Areas for consideration are:

- 12.2.1.1 Emergency Operations Center (EOC). This represents the physical location where the management of information and resources to support incident management activities take place.
- 12.2.1.2 Public Information Officer (PIO). Controls and disseminates information.
- 12.2.1.3 Resource Management. Utilized for identifying, acquiring, allocating, and tracking resources.
- 12.2.1.4 Technology Support System(s). Coordination of multiple jurisdictions, organizations, and functions come together. Interoperability and compatibility are achieved through the use of common communications and data standards.

13.0 Reference

- 13.1 Highland Park Fire Department
- 13.2 National Fire Service Incident Management System: Model Procedures Guide for Structural Firefighting
- 13.3 National Incident Management System (NIMS)
- 13.4 NFPA 1710
- 13.5 MABAS Division 3 SOG # 312

Approved:  Fire Chief