**City of Poquoson
Fire and Rescue**

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EMERGENCY OPERATIONS

SOP#: EO 1.00

Title: Incident Management System

Effective Date: 01/01/2009

Revised Date: 01/01/2009

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Fire Chief's Signature

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City Manager's Signature

INCIDENT MANAGEMENT SYSTEM

I. PURPOSE

To provide a systematic method of managing emergency incidents based on nationally recognized standards

Adopting the National Incident Management System (NIMS) as the basis for all Emergency Incidents, thereby following the City of Poquoson Resolution 3310.

This SOP is not all-inclusive and cannot encompass all situations which may be encountered.

II. APPLICABILITY

The Incident Management System shall apply to all career and volunteer fire and emergency medical personnel involved in emergency operations.

III. INTRODUCTION

An effective Incident Command System standard operating procedure is essential for the successful outcome of all operations

incident. As an incident rapidly intensifies, more supervision, command and control, and support functions are required. At incidents with complicated or rapidly changing situations, early operations may be accompanied by considerable confusion and excitement. The goal of this process is to prevent confusion and excitement.

The Incident Command System provides a management tool to enable fire officers to effectively command any incident, from a first alarm fire to a major disaster (e.g. hurricane). In order to effectively command members, manage resources, and provide for the safety and welfare of all personnel assigned to the incident, we always operate with the Incident Command System parameters at each emergency incident. The "Incident Commander" title applies equally to a Company Officer or the department's Chief, regardless of the incident.

The Incident Command System has proven to be an effective means of organizing the on-scene resources at any incident. In reviewing case studies of past incidents that have been effectively managed, it is clear the primary reason for the success has been that Command was clearly established early and maintained throughout the incident.

Command and control of an incident cannot and must not be left to chance. With the arrival of the first member or Company Officer, Command procedures must begin. The analysis and handling of an incident must follow these Incident Command System procedures. The Incident Command System provides the needed toolbox to Command any incident and coordinate the resources assigned to that incident.

IV. OPERATIONAL DESCRIPTION

The Poquoson Fire/Rescue Department responds to a variety of emergency incidents. The Incident Command System is designed to:

- Fix the responsibility for Command on a specific individual through a standard identification system, depending upon the arrival sequence of members, companies, and chief officers.

- Ensure that a strong, direct, and visible Command presence will be established from the beginning of an incident to its conclusion. Whether single or unified command is used, this provides for one incident command "voice" and **NOT** multiple Incident Commanders.

- Establish and implement an effective incident organization defining the activities and responsibilities assigned to the Incident Commander (IC) and to other personnel operating within the Incident Command System.

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

V.   INCIDENT MANAGEMENT PROTOCOL

This shall be applicable for those incidents within the city to which this department initially responds and has primary responsibility involving:

- Fires
- Emergency Medical Emergencies
- Hazardous Materials
- Aircraft Emergencies
- High Rise Buildings
- Elevator Emergencies
- Technical Rescues of Any Nature

- Multiple Vehicle Accidents
- Natural Emergencies (i.e., hurricanes, storms, etc.)
- Weapons of mass destruction, terrorism (consequence management)
- Any incident at which the potential for, or imminent threat of fire, explosion, or release of hazardous materials exists (Virginia State Code #27-15.1)
- Maritime Emergencies

When command has been established by another agency or jurisdiction and the Fire/Rescue Dept. assists them, it shall be the responsibility of the senior responding Fire/Rescue Dept. individual to notify the Incident Commander, Liaison, or Staging Area Manager upon the arrival of Poquoson Fire/Rescue unit(s).

Fire Dept. personnel shall use the Incident Management System to protect and account for its personnel during those incidents where other Agencies or jurisdictions are responsible for the command function. However, in those situations where Poquoson Fire/Rescue resources are utilized contrary to safe and accepted incident management practices, supervisors shall have the authority and responsibility to limit Fire Dept. involvement and/or remove resources from the incident scene.

The Incident Command System shall be used at all incidents that are comprised of the following five components.

- Command (strategy level)
- Operations Section (tactical level)
- Planning Section (technical assistance and planning)
- Logistics Section (service and logistical support)
- Administration/Finance Section (procurement of outside services, documentation, financial matters, and efforts to recover operational costs)

VI.   RESPONSIBILITIES OF COMMAND

The Incident Commander is responsible for the completion of incident priorities. The incident priorities are:

- Remove endangered occupants and treat the injured
- Stabilize the incident and provide for life safety
- Conserve property (loss stopped)
- Provide for the safety, accountability, and welfare of members operating at the incident. **This priority is ongoing throughout the incident**.

The Incident Command System is used to facilitate the completion of the tactical priorities. The Incident Commander is the person who drives the Incident Command System towards that end. The Incident Commander is responsible for building a command structure that matches the organizational needs of the incident to achieve the completion of the tactical priorities for the incident.

The Incident Command System offers a flexible, modular-based organizational structure containing the functions necessary to manage the resources at an emergency incident. The organization emanates from the Incident Commander downward, with responsibility for Command placed initially on the first-arriving Company Officer. The Incident Commander is responsible for the Command of all incident activities including the development and implementation of strategic goals. The roles of Safety Officer, Liaison, and Information Officer remain a Command function at all times.

As the need for additional resources, including apparatus, personnel, and supervision arises, the Incident Commander shall activate additional components of the Incident Command System or the entire system, as necessary to meet Command objectives.

VII. RISK MANAGEMENT

This guideline complies with NFPA 1500 (Fire Department Occupational Health And Safety Program - 2007 Edition) and NFPA 1561 (Fire Department Incident Management System - 2008 Edition). The Incident Commander has the ultimate responsibility for the safety of all Fire Dept. personnel operating at an incident and all other persons whose safety is affected by Fire Dept. operations.

The Incident Commander shall integrate risk management into the regular functions of Incident Command. Risk management provides a basis for:

- Standard evaluation of the situation
- Strategic decision-making
- Tactical planning
- Plan evaluation and revision
- Operational command and control

The Incident Commander shall evaluate the risk to personnel with respect to the purpose and potential results of their actions in each situation. The concept of risk management shall be utilized on the basis of the following principles:

- Activities that present a significant risk to the safety of personnel shall be limited to situations where there is a potential to save endangered lives.
- Activities that are routinely employed to protect property shall be recognized as inherent risks to the safety of personnel, and actions shall be taken to reduce or avoid these risks.
- No risk to the safety of personnel shall be acceptable where there is no possibility to save lives or property.
- The Incident Commander shall evaluate the risk to personnel with respect to the purpose and potential results of their actions in each situation. In situations where the risk to Fire Dept. personnel is excessive, as

defined above, activities shall be limited to defensive operations.

- The minimum risk analysis for a structure fire shall consider the following:

Building Characteristics

- Construction type and size
- Structural condition
- Occupancy and contents

Fire Factors

- Location and extent of fire
- Estimated time of involvement
- What are the smoke conditions telling us?

Risk to Building Occupants

- Known or probable occupants
- Occupant survival assessment

Fire Fighting Capabilities

The risk to Fire Dept. personnel is the most important factor considered by the Incident Commander in determining the strategy to be employed in each situation. The management of risk levels involves the following factors:

- Routinely evaluating risks in all situations
- Well-defined strategic options
- Standard operating procedures
- Effective training
- Full protective clothing and equipment
- Effective Incident management and communications
- Safety procedures and Safety Officers
- Back-up crews for rapid intervention

- Adequate resources
- Rest and rehabilitation
- Regular re-evaluation
- Pessimistic evaluation of changing conditions
- Experience based on previous incidents
- Effective benchmarking of incident priorities

A risk/benefit analysis shall be conducted by the Incident Commander during the initial size-up and as part of incident action planning. When effective benchmarks are met (i.e., primary search complete, all clear) and/or changes in tactical objectives are made, the Incident Commander must continually re-evaluate this process.

VIII. PERSONNEL ACCOUNTABILITY SYSTEM

The purpose of this guideline is to provide a safe, accurate, and efficient system of accounting for all fire personnel during any emergency incident. This system is designed to complement and interface with the IMS policies of other Tidewater jurisdictions. Nothing in this policy should preclude or inhibit personnel from taking those emergency actions deemed necessary to prevent injury to Department personnel or civilians.

This guideline will enhance the way we conduct business at fires and other emergency incidents. It is designed to track and account for all emergency personnel at an emergency scene. It complies with NFPA 1500 (Fire Department Occupational Health and Safety Program - 2007 edition) and NFPA 1561 (Fire Department Incident Management System - 2008 edition).

Operational Overview

Professional fire ground management structure requires both good communication and means to easily identify fire apparatus and assigned personnel. This system will give the Incident Commander (IC) an effective means to accomplish both objectives. Additionally, the tactical assignments of companies can be tracked and reported in

conjunction with personnel accountability reports (PAR). Personnel will be required to frequently communicate and give precise information. This should not be viewed as a detriment to communication, but as a vehicle to transmit vital information for making informed decisions and maintain incident control.

One of the main features of the accountability system is to have supervisors give a true account of all personnel assigned on each unit. This will be done through a PAR. A PAR will be given in specific situations and in conjunction with certain tactical benchmarks. In giving these reports, supervisors will be required to physically account for all members under their command. Properly used, the Personnel Accountability System allows for positive control of personnel on the fire ground from the beginning of an incident until its conclusion.

The first arriving apparatus, unless command is transferred, will assume command and begin the accountability process. As command is transferred and/or the level of the incident escalates, so does the dynamics of the accountability system.

This system is effective in managing personnel and units at the scene of an emergency incident. The success of the system is dependent upon achieving the following objectives:

- All personnel shall become part of the accountability system and work for the Incident Commander or division. **Freelancing** (the performance of a task without the knowledge of the supervising officer) **is prohibited**.
- Each supervisor shall have a clear understanding of the position and function of each person assigned to them.
- Each supervisor shall understand and be able to function within the framework of the system.
- All personnel should go in together, stay together, and come out together.

System Components

The Accountability System uses helmet shields, nametags, passports, status boards, command status boards, and make-up kits to account for and identify companies and individuals on the incident scene. All personnel are responsible for ensuring that the passports always remain current (up-to-the-minute) and intact.

a.   Helmet Shields

Each helmet shall be equipped with a magnetic helmet shield permanently attached to the sides of the helmet. A magnetic shield with the unit or company identifier will be attached at that point. Personnel shall use only that shield which corresponds with their present assignment. Shields will be stored on each unit for assigned personnel. When personnel are reassigned or are going off-shift, the shield **will be left on the apparatus.**

b.   Name Tags

All members of the Poquoson Fire and Rescue Department shall be issued four (4) plastic nametags (1/2" x 2") with Velcro backing, containing the first initial and last name of each firefighter or officer. The company officer shall keep one name tag of each firefighter assigned to him/her in a readily available location at the station should a full set of name tags be lost.

The nametag shall be placed on the passport and the designated fixed point of the unit the firefighter or officer is currently assigned to ride. Personnel leaving a unit shall remove their nametag from the unit's passport and place it under the brim of the helmet with their spare nametags. The nametags shall be color-coded as follows:

Chief Officers:	Black with white letters
Company Officers:	Red with white letters
Firefighters:	Green with white letters
Volunteers:	Yellow with black letters
Blank Tags	White

c.   Passports

Passports are 2" x 5" strips of Velcro attached back-to-back. Three removable unit nametags are attached to each passport. The front side of each passport is used to hold the nametags of <u>current</u> personnel riding the particular apparatus. The backside of the passport adheres to the Velcro strips on the unit's status board. Name tags should be placed on the PASSPORT in the following order:

Driver (upside down)
Jump Seat Personnel

d.   Status Boards:

Status Boards are used to hold multiple Passports during an incident. Space is available to write specific assignments given, the time in and out of hazardous areas, and other comments. There are two (2) types of status boards; <u>Unit Status Boards and Command Status Boards.</u>

(1)   Unit status boards are 8" x 12" with Velcro on both sides. This board will hold the apparatus passport and can be used as a passport collection point during working incidents.

(2)   Command status boards are 12" x 24" with Velcro strips on only one side. These boards shall be kept in the shift supervisor's vehicle. Command status boards should be used by the Incident Commander or his/her designee to

manage working incidents. They can also be used to manage a large number of passports at specific points of entry, such as high-rise fires, technical rescues, hazardous materials, etc.

    e.   Make-Up Kits

These kits shall be kept in the shift supervisor's vehicle. They are to be used when other Agencies assist Poquoson or when teams of volunteers, and/ or off-duty personnel are formed at the incident scene. The kits contain the following:

    (1)   Blank passports
    (2)   Blank nametags (white in color)
    (3)   Markers/grease pencil for writing
    (4)   Status boards and command status boards
    (5)   Sets of double hook or double loop Velcro strips
    (6)   Blank shields for helmet

Personnel at the incident that are not assigned to a specific engine, ladder, rescue or medic shall be formed into teams. Each team leader, chosen by the Incident Commander or his/her designee, should be provided with a portable radio and use the designation to identify the team by radio.

    Example: "Team 1 to Command-Salvage and overhaul of the third floor complete."

IX.   LEVELS OF ACCOUNTABILITY

The Accountability System shall operate at one of two levels during emergency incidents.

1. Level 1

This level of accountability is established once units have arrived on scene or are assigned a task at an emergency incident. Level I accountability will be formally initiated when more than two (2) units are dispatched to the same incident and/or a hazard zone has been established. This will be the normal level of accountability for minor

incidents or while in the investigation mode. The following shall take place during Level 1 accountability:

    a.   The personnel and passports of all staged companies will remain with their unit if not requested.
    b.   When personnel are needed at the scene, the company officer shall bring the passport to the first arriving unit (collection point) and place it on the Unit Status Board. The company officer shall repeat the task, give a PAR, and carry out the assignment.
    c.   When units are assigned a position remote from the collection point, the first unit at a remote entry point should be the collection point for that side of the incident. The passports and tracking of those units should be delegated as soon as possible. Confirmation of a remote entry point shall be acknowledged by the Incident Commander.

2.   Level II

This level of accountability is initiated during working incidents once a fixed command has been established. The following actions should take place during Level II accountability.

    a.   When a fire officer takes command of the incident, the Unit Status Board and passports shall be utilized at the command post (vehicle)

b. When practical, the Incident Commander shall assign personnel to manage accountability at a working incident. This will allow the Incident Commander to more effectively manage the incident.

c. If divisions, groups, or branches are assigned, the passports of those units working within the specific division, group, or branch are assigned to an officer or senior personnel closest to that assignment without being in the hazardous area. The Incident Commander should then keep the removable unit tag for use at the command post.

X.   PERSONNEL ACCOUNTABILITY REPORTS (PAR) AND TACTICAL BENCHMARKS

Just as an Incident Management System has benchmarks (reference points) during an incident (fire safety, incident stabilization, and property conservation), the accountability system also has timely benchmarks when roll calls – PAR – of all personnel should be completed. PAR's should be given face-to-face within the team included the number of personnel; and should be required in the following situations:

- After marking on the scene
- When the Incident Commander feels there is a need to confirm the location and assignment of any team at an incident.
- At 20 minutes elapsed time of a working incident and every 20 minutes thereafter until Commander advises the incident is stabilized. Communications shall advise Command of the elapsed time.

Example: "Communications to Yorktown Command, your elapsed time is now 20 minutes."

- By any team receiving an initial task assignment. PAR will be given after repeating assigned task.
- By any team after completion of each task
- By any team completing a primary or secondary search
- Any report of a missing or trapped firefighter or officer
- When an evacuation is ordered.
- Any change from an offensive to transitional or defensive mode of operation.
- Any sudden hazardous event at the incident (flashover, backdraft, explosion, or collapse.)
- By any team exiting the hazardous area or reporting to rehab.

1.   Rapid intervention Teams (RIT)

Rapid Intervention Teams (RIT) provides personnel committed to the search and rescue of fire personnel during all working incidents. The Incident Commander shall evaluate each incident based upon a risk/benefit analysis and assemble a Rapid Intervention Team(s), as needed. This Team shall normally be assigned to the Incident Commander at the Command Post. In the initial stages of an incident during deployment of the initial attack team, the rapid intervention crew shall include two persons outside the hazardous area ready to offer rescue assistance as necessary. No person shall be assigned to a RIT if he/she is performing a critical task that, when abandoned to perform rescue, would clearly jeopardize the safety and health of any firefighter working the incident.

Once a second crew is committed to the attack, designated, dedicated rapid intervention crew shall be assigned. Rapid intervention crews

shall consist of at least 2 persons, fully equipped with protective clothing, protective equipment, SCBA, and any specialized rescue equipment that might be needed to perform the rescue. An attack line shall be dedicated for RIT use.

The Incident Commander shall provide one or more rapid intervention crews commensurate with the needs of the situation.

2.   Missing or Trapped Personnel

An absent member of any team should automatically be presumed missing or trapped in the hazardous area until otherwise determined to be safe. Personnel shall immediately report any absent member to the Incident Commander through the appropriate supervisor. The Incident Commander shall immediately request a PAR of all personnel operating at the incident to locate missing or trapped personnel and to verify that other personnel are not missing.

Any personnel missing or trapped shall take the following actions to alert others of the need for immediate help:

- Activate the <u>Red Emergency Button</u> on the radio.
- The term MAY DAY shall be used to alert others of this dangerous situation. MAY DAY shall only be used when personnel believe they are in danger and need to be rescued from a potential life-threatening situation.
- Personnel giving the MAY DAY shall identify their unit (with PAR), provide their location, fire or hazard conditions, and the entry point used.
- PASS (Personal Alert Safety System) devices shall be turned to the ON position to provide rescuers with an audible signal for locating the position of the missing or trapped personnel.

When notified of missing or trapped personnel, the Incident Commander and all other personnel on the scene shall focus their efforts in an attempt to protect and rescue those missing or trapped. The following actions shall be taken:

- A minimum of one additional alarm shall be requested by the Incident Commander to reinforce the efforts of those already performing rescue, in addition to the

personnel needs due to serious potential for fire or hazard extension.

- Radio messages shall be restricted to emergency traffic only. With this in mind, those involved in the rescue operation should be assigned the tactical channel used by those needing rescue. Other operations shall be assigned different channels.
- A Rapid Intervention Team (RIT) or Teams shall immediately be assigned to the rescue operation. A hose line or lines shall be provided for this effort.
- Hand lines and master streams (fog at 30-60 degrees) shall be carefully directed toward the position of the missing or trapped personnel in an effort to protect them from the effects of the fire or hazard if appropriate. This action shall be coordinated by the Incident Commander.

In the event of a situation where personnel not at the incident hear a **MAY DAY** transmission and realize that those on the incident scene have not heard it, it shall be the responsibility of personnel who heard such a message to immediately alert the Incident Commander that a **MAY DAY** has been transmitted and provide any essential information.

At the conclusion of an incident involving missing or trapped personnel, the Incident Commander shall notify all units operating on the scene of a return to normal operations and the elimination of emergency radio restrictions.

3.   Evacuation

When a hazardous condition is found at an incident requiring the immediate evacuation of personnel, all personnel shall remove themselves from the hazardous area to a designated location or vehicle and provide a PAR to their Incident Commander. The following procedures shall be followed:

- The Incident Commander shall advise all units on the scene that an evacuation is taking place.

Example: "Wythe Creek Command to all personnel-Evacuate the structure and meet at Engine 207 in front of the building!"

- The Incident Commander shall have all apparatus drivers signal with rapid, continuous blasts of the vehicle air horn as a second means of alerting personnel to leave the hazardous area.
- The Incident Commander shall advise Communications on the Fire Command channel of the evacuation.

Example: "Wythe Creek Command to Communications-I've ordered an evacuation of the structure at 868 Wythe Creek Road."

4.   Emergency Traffic

There will be times when important information needs to be heard by personnel at an incident. When personnel need to provide a critical message (other than a MAY DAY) to the Incident Commander, dispatcher or others, the term "Emergency Traffic" shall be used. The following procedures should be followed:

- Personnel requesting Emergency Traffic shall identify themselves to Communications or the Incident Commander.
- Communications shall restrict radio traffic for the specific personnel.
- The personnel requesting Emergency Traffic shall proceed with the message.
- The message shall be repeated by the Incident Commander. Normal radio traffic shall then resume if allowed by the Incident Commander.

Example: Engine 2:   Engine 2 to Command-Emergency Traffic!

Command: Wythe Creek Command to all units-Clear the air for
Emergency Traffic. Go ahead

Engine 2:   All units be advised the overhead on Side C about to
collapse. All units stay clear.

Command: Command to all units-Per Engine 2, the
overhead on Side C is about to collapse. All units
stay clear. All units, resume normal radio traffic.

5.   Point of Entry Control

Point-of-entry control shall be established at any incident when the
Incident Commander feels the need for more stringent accountability.
This may include high-rise fires, technical rescues, HazMat incidents,
or other situations which may create the need for tighter control of
access to a hazardous area.

Passports should remain with designated personnel at the point-of-
entry to the hazardous area. A team shall give its passport to point-
of-entry personnel when entering and collect their passport when
leaving the hazardous area. Status boards at this point-of-entry shall
only contain passports of those in the hazardous area.

Teams exiting at a location different than the original point-of-entry
shall immediately notify point-of-entry personnel. The passport shall
be retrieved as soon as possible. When it becomes impossible to

retrieve the passport immediately and the team is reassigned, a
Make-Up Passport shall be made by the new team officer.

6.   Volunteers

Volunteers are subject to the same requirements for accountability as
career personnel. Qualified volunteers are eligible to receive
nametags and helmet shields and will wear the unit identifier of the
unit to which they are assigned.

Volunteers arriving at a scene by POV shall identify themselves to Command before receiving an assignment. Once assigned to a unit or team at an incident, volunteers shall remain with that team until released by the Incident Commander.

XI. MAJOR FUNCTIONAL AREAS

The major functional components of the Incident Command System are Command Staff (Command, Safety, PIO, and Liaison) and General Staff (Planning, Logistics, Operations, and Administration/Finance).

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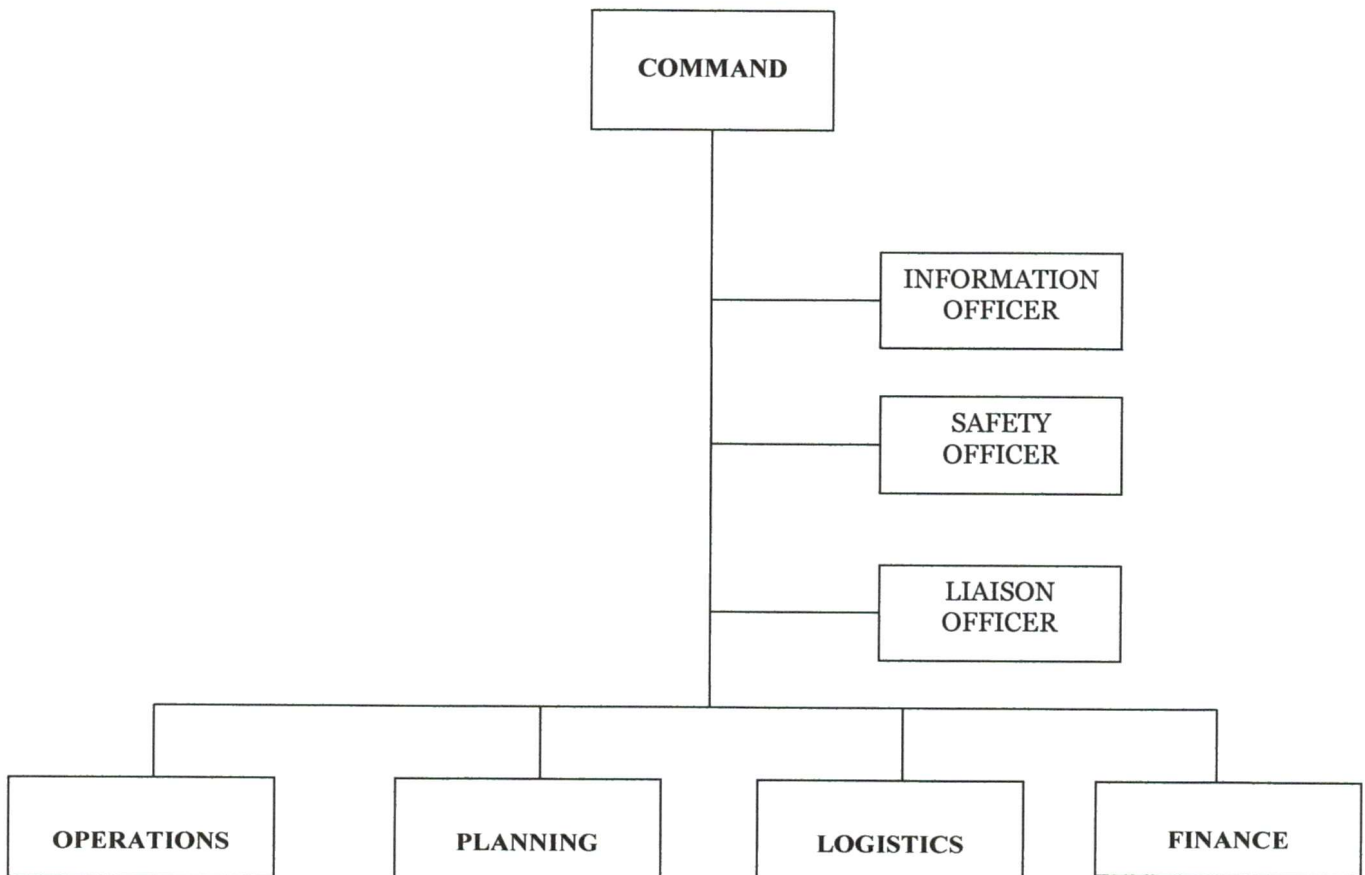
The Command component of the Incident Command System is responsible for the overall management of incident operations. Implementation of the Incident Command System shall begin with the initial tactical operations and continue through the necessary build-up phases, depending on the size and complexity of the incident. The objective is to develop the Command organization in order to effectively manage assigned resources. The term "Command' refers to both the person and the function. The Command component of the system is designed to:

- Assign the responsibility and duties for Command to designated individuals, ensuring strong visible Command as early as possible, through the use of the Fire Department Incident Command System procedures.
- Provide effective, efficient, and easily identifiable Command as early as possible on an incident.
- Establish the strategic goals necessary to overcome the incident.

XII. COMMAND STAFF

Command staff positions are established to assume responsibility for key activities that are not part of the line organization. Three specific staff positions are identified: the Information Officer, Safety Officer, and Liaison Officer. Additional positions may be required depending upon the nature and location of the incident or requirements established by the Incident Commander.

1.   Information Officer

The Information Officer is responsible for developing accurate and complete information regarding incident cause, size, current situation, resources committed, and other matters of general interest. The Information Officer shall be the point of contact for the media and other agencies desiring information directly from the Incident

2.   Safety Officer

The function of the Safety Officer is to assess hazardous and unsafe conditions and to then develop measures for assuring personnel safety. The Safety Officer keeps the Incident Commander informed about present and potential hazards and offers suggestions about how to minimize risks.

The Safety Officer has full authority to "alter, suspend, or terminate operations" as defined by Virginia Occupational Safety and Health Administration (VOSHA) when personnel are determined to be in imminent danger. The Safety Officer shall inform the Incident Commander of any corrective actions taken.

On incidents that require additional alarms, the Incident Commander needs to consider appointing Assistant Safety Officers to ensure for the safety and health of all members operating at the incident.

3.   Liaison Officer

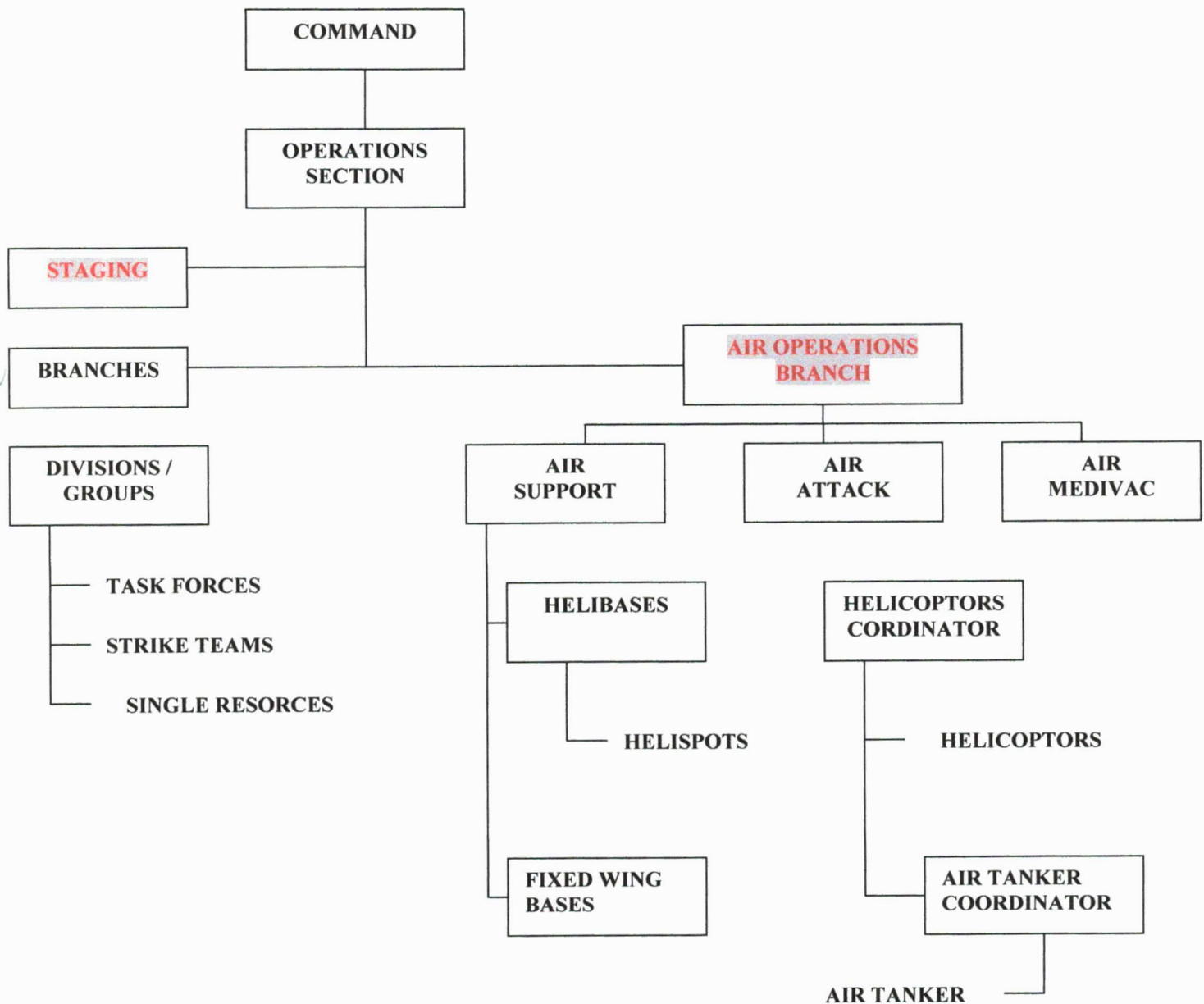The Liaison Officer shall be the point of contact for representatives from other agencies. The Liaison Officer provides the line of authority, responsibility, communication, and coordination to the Incident Commander for other agencies and acts as a diplomat for agency representatives assigned to an incident. Representatives should have the authority to speak on all matters related to their agency.

XIII. GENERAL STAFF

1.   Operations Section

The Operations Section, when established, is responsible for the direct management of all incident tactical activities and should have direct involvement in the preparation of the Incident Action Plan for the period of responsibility.

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Roles and Responsibilities

- Manage all tactical activities
- Coordinate activities with the Incident Commander
- Implement the Incident Action Plan
- Assign resources to tactical levels based upon tactical objectives and priorities
- Build an effective organizational structure through the use of Divisions, Groups, and Branches
- Provide tactical objectives for Divisions and Groups
- Responsible for Staging and Air Operations
- Provide for life safety
- Determine needs and request additional resources
- Consult with and inform other Sections and the Incident Commander as needed

   a.   Staging

Staging is the function/location designated at the incident which is used to position uncommitted resources that are **immediately available** for assignment (within two minutes). The incident scene can quickly become congested with personnel and equipment if not managed effectively.

During incidents when companies are involved in investigative operations or when companies have not yet been assigned, additional responding equipment will normally stage one block from the incident in the direction of travel. This will provide more flexibility in the use/clearing of resources at an incident.
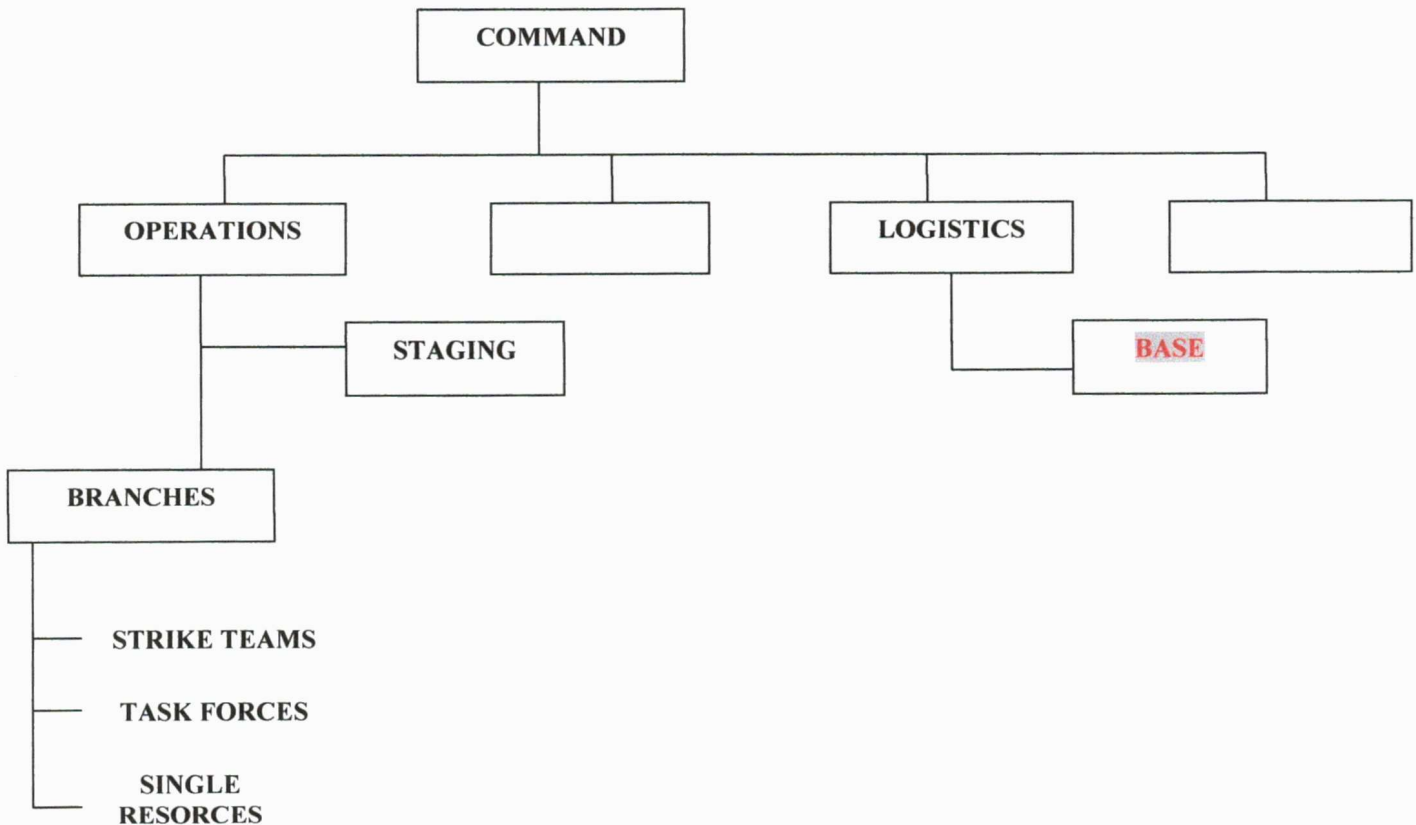
Staging will normally report to the Incident Commander. In the expanded organizational structure, all resources within staging will be under the direct control of the Operations Section Chief.

For complex incidents with multiple casualties, a separate EMS Staging should be established. In this instance, EMS staging would

report directly to the Transportation Group Supervisor. This application of staging facilitates the effective use of ambulance resources used for patient transportation.

        b.   Air Operations

When the incident requires the use of aircraft for transportation of victims from a multi-casualty incident, high-rise rooftop rescue, water rescue, or woods fire, the Operations Section Chief should establish an Air Operations Branch. The size, organization, and use of Air Operations will depend primarily upon the nature of the incident and the availability of aircraft

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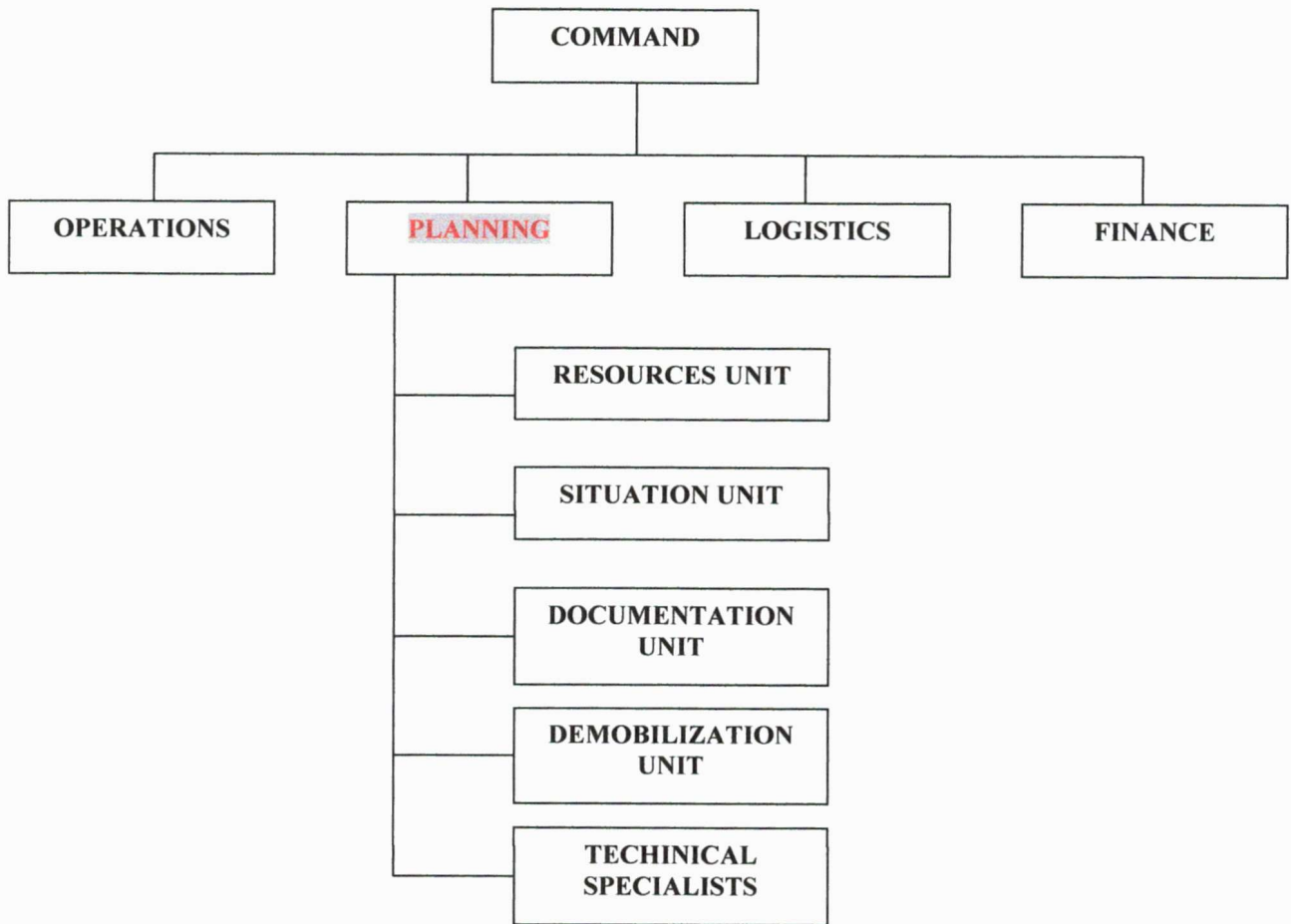
c.   Base

Base is the location at which primary support activities are performed, including all equipment and personnel support operations. It is also designated as the initial gathering point for resources **not immediately available** for assignment. Base will most commonly be used during incidents involving high-rise, hazardous materials, and wildland incidents. The fire officer or firefighter managing Base reports to Command unless the Logistics Section has been established. The term "Base" is used for its radio designation.

2.   Planning Section

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. The Planning Section serves as a "clearing-house" of information for the Incident Commander. This allows the Incident Commander to receive concise information instead of having to deal with dozens of information sources.

Critical information should be immediately forwarded to Command. Information should also be used to make long-range plans. The goal of the Planning Officer is to plan ahead of current events and to identify the need for resources before they are needed.

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Roles and Responsibilities

- Maintain resource status and situation status (personnel accountability)
- Evaluate the current strategy and incident action plan with the Incident Commander
- Refine and recommend any needed changes to plan with input from the Operations Section (if utilized)
- Gather, update, improve, and manage situation status using a standard systematic approach
- Evaluate tactical priorities, specific critical factors, and safety
- Forecast possible outcomes
- Evaluate future resource requirements

- Maintain incident records
- Plan for incident demobilization
- Coordinate with any needed outside agencies for planning needs
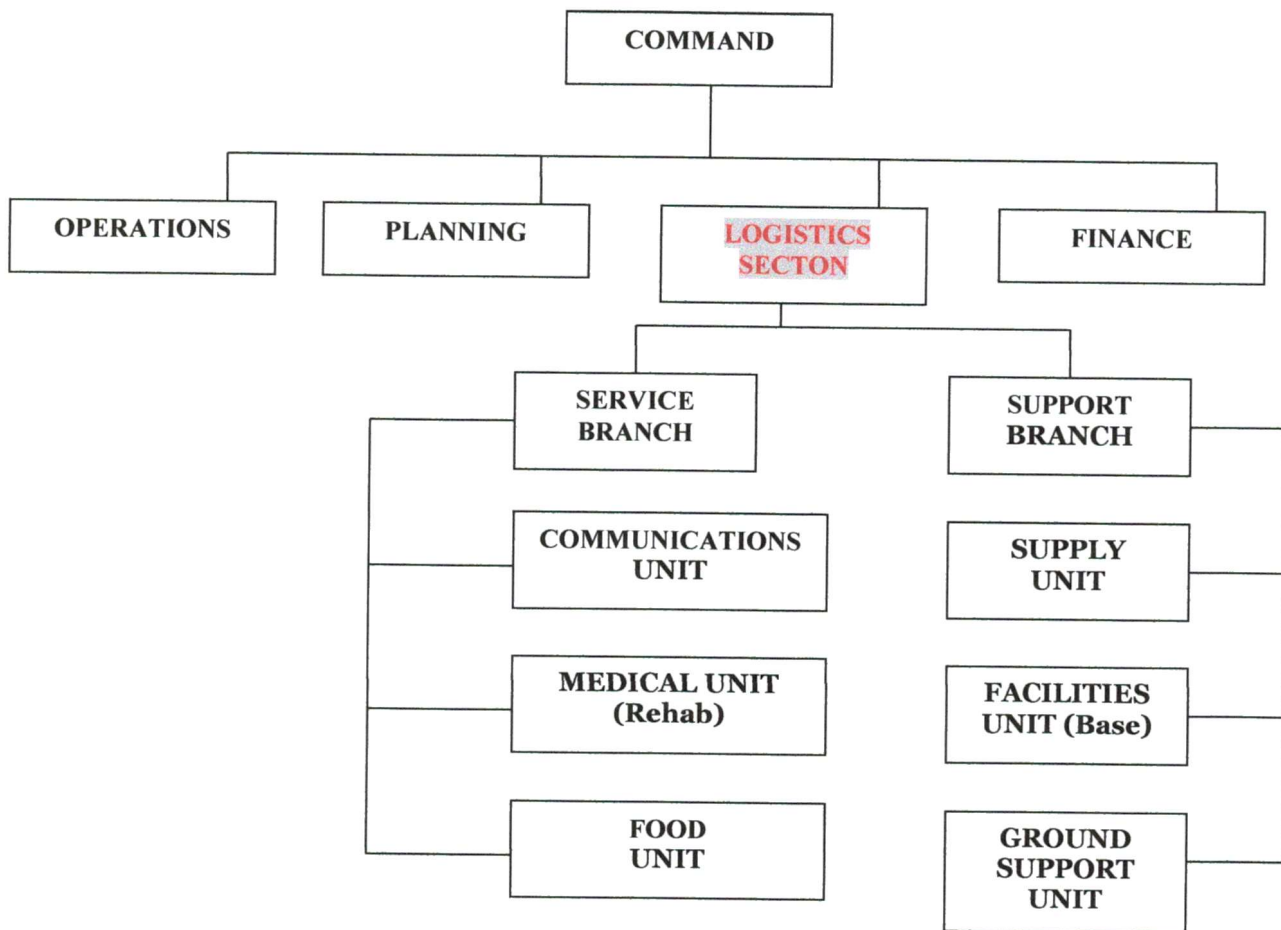- Utilize technical assistance as needed

3. Logistics Section

The Logistics Section is the logistics function for the organization. When implemented, logistics provides the service and support systems needed for an incident, including communications, medical services for personnel (Responder Rehabilitation), feeding of personnel, supplies, facilities (Base), equipment maintenance, fueling, and transportation.

The Logistics Section provides for two branches within its area of responsibility: the Service Branch and the Support Branch

Roles and Responsibilities

- Forecast and obtain future resource needs (coordinate with the Planning Section)
- Provide for a communications plan and any needed communications equipment
- Provide for medical aid for incident personnel and manage Responder Rehab
- Coordinate immediate critical incident stress debriefing function
- Provide food and associated supplies
- Provide and manage any needed supplies or equipment
- Secure any needed fixed or portable facilities
- Obtain specialized equipment or expertise per Command
- Provide fuel and needed repairs for equipment
- Provide any other logistical needs as requested by Command

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SERVICE BRANCH	SUPPORT BRANCH
COMMUNICATIONS UNIT	SUPPLY UNIT
MEDICAL UNIT (Rehab)	FACILITIES UNIT (Base)
FOOD UNIT	GROUND SUPPORT UNIT

4.   Administration/Finance Section

The Administration/Finance Section is responsible for all costs and financial considerations of an incident and is established on incidents when the agency or agencies involved have a specific need for financial services. Not all agencies will require the establishment of a separate Administration/Finance Section. A representative from the city's Department of Finance could be used to coordinate/manage this Section.

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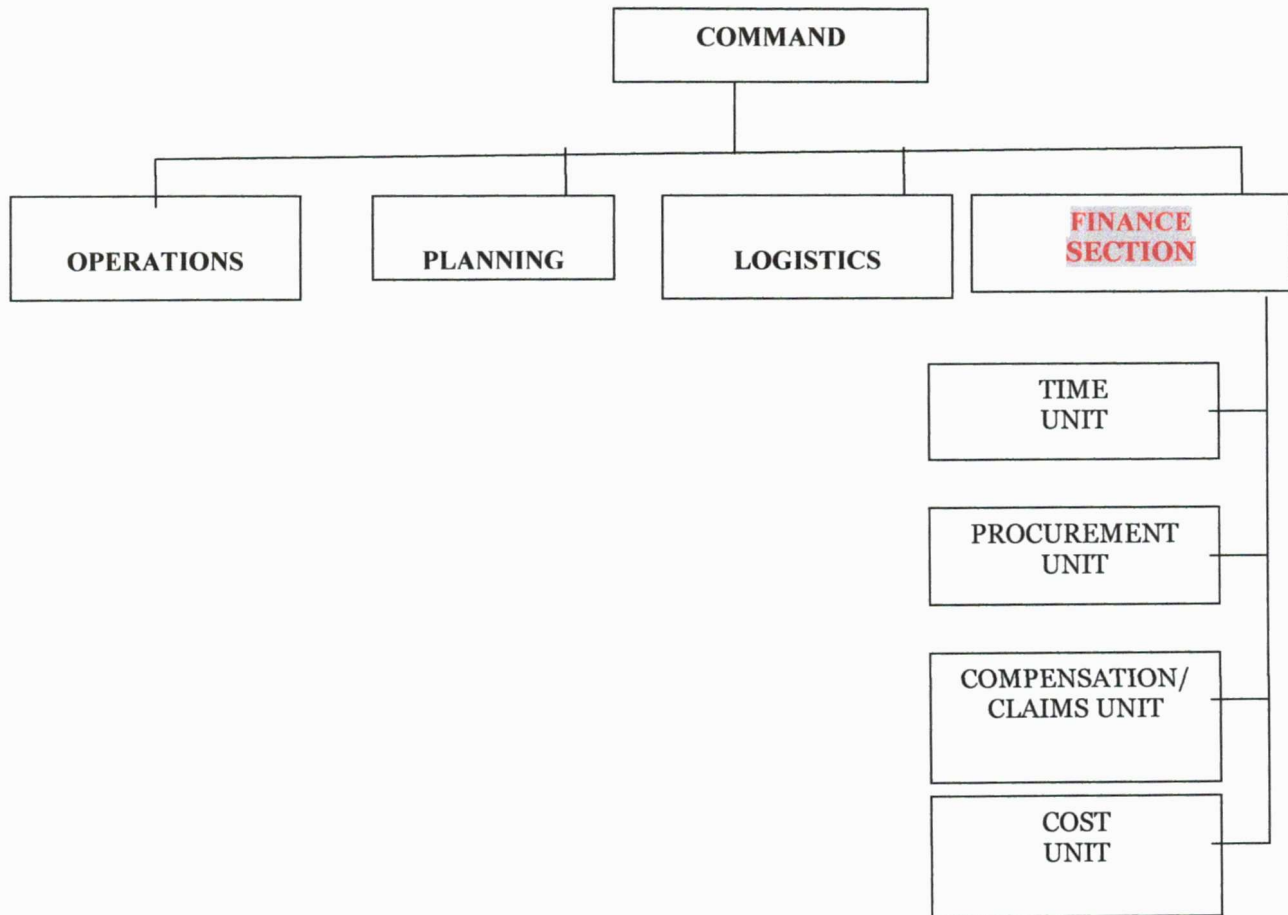
Roles and Responsibilities

- Document for possible cost recovery involving services provided and overtime incurred by emergency personnel
- Procure of services and/or supplies from sources within and/or outside the Fire Department or the City of Virginia Beach as requested by Command (coordinates with Logistics)
- Document of any injuries or fatalities related to an emergency incident due to the possible costs involved
- Document all financial costs of the incident

XIV. FUNCTIONS OF COMMAND

The functions of Command are standard activities performed by the Incident Commander to achieve the tactical priorities. The functions of Command include:

- Assume, confirm, and position Command
- Rapidly evaluate the situation (size-up)
- Initiate, maintain, and control communications
- Identify the strategy and develop an Incident Action Plan
- Develop an effective incident organization
- Review, evaluate, and revise (as needed) the Incident Action Plan
- Provide for the continuity, transfer, and termination of Command

The Incident Commander is responsible for all of these functions. As Command is transferred, so is the responsibility for these functions. The first five functions should be addressed immediately from the initial assumption of Command.

XV. ESTABLISHING COMMAND

The **first** fire division unit/company to arrive at the scene shall assume command of the incident. The initial Incident Commander shall remain in command until command is transferred or the incident is stabilized and terminated.

The first unit/company on the scene shall initiate whatever parts of the Incident Management System needed to effectively manage the incident scene. A single company incident (trash fire, single patient EMS incident, etc.) may only require that unit or company acknowledge their arrival on the scene, "In Command."

For incidents that require the commitment of multiple companies, the **first** unit or company on the scene shall establish and announce

"In Command," and develop an incident management structure appropriate for the incident.

In certain situations, it may be advantageous for the first-arriving Company Officer to transfer (pass) Command to the next officer on the scene. This is indicated when the first arriving officer must immediately commit to an operational task. However, Command responsibility rests with the initial arriving officer until the officer, who will assume Command, arrives on scene. "Passing" Command to the next arriving officer not on the scene creates a gap in the Command function. **THE COMMAND POSITION CANNOT BE TRANSFERRED TO AN OFFICER WHO IS NOT ON SCENE.** In situations where Command is passed from the first arriving officer, the transfer shall be confirmed by both officers via the radio.

The first arriving unit or company shall activate the command process by giving an initial radio report. This report shall include:

- Unit designation (i.e., "Engine 109 on scene.")
- A brief description of the incident situation (building size, occupancy, HazMat release, multi-vehicle accident, etc.)
- Obvious condition (working, HazMat spill, multiple patients, etc.)
- Brief description of action taken
- Declaration of strategy (applicable for structures fires)
- Any obvious safety concerns
- Assumption, identification, and location of command
- Request or release of resources as required

This brief initial report allows other arriving units to be better prepared to take action on arrival. It also allows other units and chief officers to pre-think the usual tactics that may be required of their units for this specific situation.

A "working fire" shall be an addition to the initial report given by the first-arriving fire company. The term "working fire" will be added to the fire conditions and will be the basis for emergency operations.

This radio transmission may be given in the initial report or later in the follow-up. Giving the "working fire" transmission indicates that the full assignment will probably be required for fire control and that units will be committed for an extended time.

Key considerations when sizing up an incident are:

- What is the problem (e.g., What is the situation in front of you [the big picture])?
- Where is the problem?
- If this is a fire incident, where is the fire going?
- Who or what is in danger because of this incident?
- Safety considerations

Smoke or fire showing transmissions without a "working fire" transmission will indicate uncertainty about the extent of the incident. Command should follow-up these transmissions with additional information, indicating either a working fire or other information as to the extent of the incident. Standard notifications for a working fire may include the following:

- Police for traffic control
- Codes Compliance (structure only)
- Off-duty Chief (if needed)
- On-call Safety Officer
- On-Call Fire Investigator/Fire Marshal (if needed)
- Virginia Power and/or Virginia Natural Gas (if needed)
- PIO (if needed)

The radio designation "Command" shall be used along with the geographical location of the incident. This designation will not change throughout the duration of the incident and shall remain with the officer currently in command.

Based upon the initial size-up, the Incident Commander should establish **OBJECTIVES** at fires within the following areas:

- Rescue
- Exposures
- Confinement
- Extinguishment (loss stopped)
- Overhaul
- Ventilation and Salvage

Factors affecting establishment of objectives at mass casualty incidents would be:

- Severity of injuries
- Access to the patients\victims
- Number of patients
- Location
- Weather
- Accessibility to the scene

In conducting the initial size-up and setting operational objectives, the Incident Commander must be concerned with the possibility of incident acceleration (increased seriousness or complexity) and shall formulate an Incident Action Plan to meet this potential. When acceleration occurs, the Incident Commander shall activate additional component functions of the Incident Command System as required. **SAFETY AND ACCOUNTABILITY OF MEMBERS SHALL BE GIVEN PRIORITY ON EVERY INCIDENT.** This system will allow the Incident Commander to use available resources most effectively to accomplish the primary operational objectives.

XVI. COMMAND OPTIONS

When the first-arriving unit or company establishes command at an incident, there are several options available, depending on the

situation. If a Chief Officer or other unit without tactical capabilities (T-5, C-1, etc.) takes command, the establishment of a command post should be a top priority. At most incidents, the first Incident Commander will be a Shift Supervisor. The following command options define the Shift Supervisor's direct involvement in tactical activities and modes of command that may be utilized

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    MOBILE                 MOBILE                 STATIONARY
    COMMAND                COMMAND                 COMMAND
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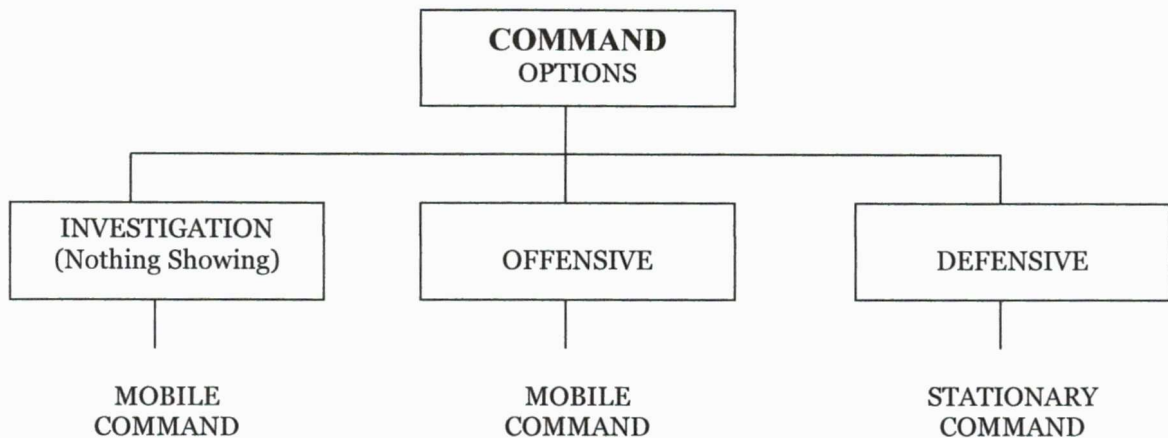
Investigative Mode (Nothing Showing)

These situations generally require investigation by the first-arriving company while other units remain staged a block away in the direction of travel. The officer will go with the company to investigate while utilizing a portable radio to command the incident.

Example: Commercial fire alarm: "Engine 2 and Medic 2 are on the scene of a two-story office building. Investigating."

Fast Attack Mode (Offensive)

Prior to implementing an interior offensive attack, officers shall ensure the following:

- The officer or acting officer has made a determination that a rescue is imminent or that the potential for a rescue exists. (Occupants are or may still be in the structure)

- If no rescue is imminent or the potential for a rescue does not exist, officers shall ensure that the "2 in/2 out" procedures established by the department are followed

These are situations that require immediate action to stabilize and cannot be accomplished without the 's direct involvement in the fire attack or, in the case of a multi-casualty incident, triage and treatment of victims. In these situations, the Shift Supervisor goes with the team to provide the appropriate level of supervision while utilizing the portable radio to command the incident. Examples of these situations include:

- Offensive fire attacks (especially in transitional situations)
- Critical rescues which must be achieved in a compressed timeframe
- Any incident where the safety and welfare of the firefighters is a major concern
- Obvious working incidents that require further investigation by the shift supervisor.

Where fast intervention is critical, using the portable radio will permit the company officer to be involved in the attack without neglecting command responsibilities. The offensive mode should not last more than a few minutes and will end with one of the following:

- The situation is stabilized
- The situation is **not** stabilized and the company officer will need to withdraw to the exterior and establish a command post. At some point, the company officer must decide whether or not to withdraw the remainder of the company, based on their capabilities, experience, safety issues, and availability of portable radios. No company shall remain in a hazardous area without a portable radio.

- Command is passed to another company officer (see passing command) or transferred to a higher-ranking officer. When a chief officer assumes command, the company officer may be returned to his/her company or assigned to the Incident Commander

Command Mode (Defensive)

Certain incidents, by virtue of their size, complexity, or potential for rapid expansion, require immediate, strong, direct, and overall command. In such cases, the company officer will initially assume an exterior, safe, and effective command position until command is transferred to a higher-ranking officer. The tactical worksheet shall be used to assist in managing this type of incident.

If the company officer selects the command mode, the remaining company personnel can be assigned by utilizing the following options:

- The company officer takes command and places the company into action with the remaining personnel, using a firefighter to serve as the acting company officer. This will depend on staffing, experience, and portable radio availability.
- The company officer may assign company personnel to work under the supervision of another company officer. In this situation, the company/Incident Commander shall advise the second company officer indicating the addition of personnel to the second company.
- The company officer may elect to assign company personnel to perform staff functions to assist the Incident Commander.

The company officer assuming command has a choice of modes and degrees of personal involvement in the tactical activities but continues to be fully responsible for the command functions. The initiative and judgment of the company officer is of critical importance. The modes identified are guidelines to assist the company officer in planning appropriate actions.

XVII. TRANSFER OF COMMAND

In certain situations, it may be advantageous for the first-arriving company officer to pass command to the next company on the scene.

"Passing command" to a unit or company that is not on the scene creates a dangerous gap in the command process and compromises incident management. To prevent this gap, **COMMAND SHALL NOT BE PASSED TO AN OFFICER WHO IS NOT ON THE SCENE!** It is preferable to have the first-arriving company officer continue to command in the fast attack mode until command can be passed to an on-scene company.

When a chief officer arrives at the scene at the same time as the first-arriving company, the chief officer shall assume command of the incident.

Command is transferred to improve the quality of the command organization within the chain of command. Transfer of command is **NOT** to be **ASSUMED** due to the arrival of a higher ranked officer. The actual transfer of command shall be regulated by the following procedure:

- **COMMAND SHALL NOT BE TRANSFERRED TO AN OFFICER WHO IS NOT ON THE SCENE!**
- The first Fire Department member or company arriving on scene will automatically assume Command. This will normally be a Company Officer, but could be any Fire Department member up to and including the Fire Chief.
- The second arriving Company Officer will assume Command after the transfer of Command has been completed (assuming an equal or higher ranking officer has not already assumed Command).

- The first arriving chief officer should assume Command of the incident following transfer of Command procedures.
- The second arriving chief officer should report to the Command Post for assignment.
- Later arriving, higher-ranking chief officers may choose to assume Command or assume advisory positions. Assumption of Command is discretionary for the Assistant Fire Chief or the Fire Chief.

Within the chain of command, the actual transfer of Command shall be regulated by the following procedures:

- The officer assuming command shall communicate with the person being relieved by radio or face-to-face. Face-to-face is the preferred method of transfer command.
- The person being relieved will brief the officer assuming command, indicating at least the following:

  o Incident conditions (fire location and extent, HazMat spill or leak, number of patients, etc.)
  o Incident action plan
  o Progress toward completion of tactical objectives
  o Safety considerations
  o Assignments of operating companies and personnel
  o Appraisal of need for additional resources

The person being relieved of command should review the accountability board and/or the tactical work sheet with the officer assuming command. This worksheet provides the most effective framework for command transfer as it outlines the location and status of personnel and resources in a standard form.

The person being relieved of command will be assigned by the Incident Commander as the needs of the incident dictate.

XVIII. TERMINATION OF COMMAND

Once command is established, it is imperative Command is terminated before leaving the scene. The Transfer of Command downward during demobilization demands the same degree of importance as was placed on the original escalation.

The last officer on the scene is responsible for notifying the dispatcher Command is terminated and if a tactical channel was assigned, advise it is no longer needed.

XIX.   RELEASE OF PROPERTY

When the Incident Commander or the Fire Investigator determines the structure or area involved in an incident can be returned to the control of a responsible party, the following procedures shall be followed:

- The fire scene shall be inspected to ensure that all department equipment not required for safety or protection has been removed.
- All equipment and materials left shall be inspected to ensure any potential hazards are minimized.
- Appropriate markings shall be provided to identify hazards. Materials such as streamers on rope or plastic fire line tape should be used.
- Should a structure, in the opinion of the Incident Commander or deemed to be a safety hazard by the Building Inspector, the building shall be posted with an "Unsafe or Unfit for Occupancy Notice.
- Prior to the release of the structure or area, the individual receiving control shall be briefed on all known safety hazards and this person's name, address, and phone number included on the Fire Incident Report.

XX. COMMAND STRUCTURE

It is the responsibility of the Incident Commander to develop an organizational structure, based on standard operational guidelines, to effectively manage the incident. The development of this structure should begin with the implementation of the initial tactical priorities and may grow, depending on the size and complexity of the incident.

The command organization must develop at a pace which stays ahead of the tactical deployment of personnel and resources. Building a command organization is the best support mechanism the Incident Commander can utilize to achieve the balance between managing personnel and incident needs.

The command organization is designed to include three basic levels- strategic, tactical, and task.

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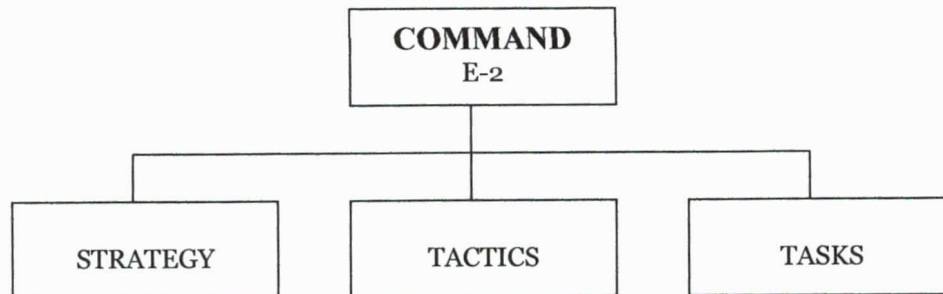
The most basic command structure combines all three levels. The company officer on a single engine company response to a dumpster fire determines the strategy and tactics and supervises the firefighters doing the task.

The basic structure for a "routine" incident involving a first alarm assignment requires only two levels of the command structure. The role of command shall normally combine the strategic and tactical levels. Companies report directly to the Incident Commander and operate at the task level, although many company officers may be given tactical orders.

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                          │  Incident Command   │
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ENGINE – 2	ENGINE – 1	YC Eng. - 2	LADDER – 2	MEDIC – 1
TACTICS / TASK	TACTICS / TASK	TACTICS / TASK	TACTICS / TASK	TACTICS / TASK
FIRE ATTACK	PRIMARY SEARCH	BACKUP LINE	VENTILATION UTILITIES	MEDICAL REHAB
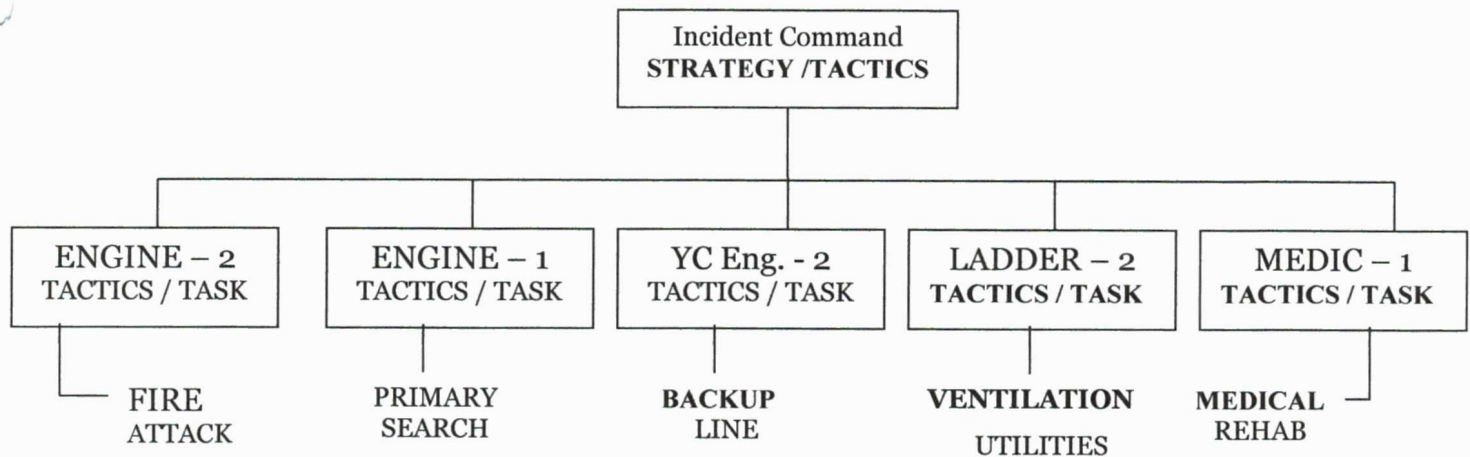
While responding to multi-company incidents involving the use of a tactical radio channel, the senior responding officer shall initiate a roll call on the tactical channel by order of response and challenge any units not answering. This will ensure that all responding units are working on the same tactical channel at an incident.

Strategic Level

The strategic level involves the overall Command of the incident. The Incident Commander is responsible for the strategic level of the Command structure. The Incident Action Plan should cover all strategic responsibilities, all tactical objectives, and all support activities needed during the entire operational period. The Incident Action Plan defines where and when resources will be assigned to the incident to control the situation. For most incidents, the Incident Action Plan will be verbal. When an incident moves to multiple alarms, the Incident Action Plan will be developed and written by the Planning Officer. This plan is the basis for developing a Command organization, assigning all resources, and establishing tactical objectives.

The strategic level responsibilities include:

Offensive or Defensive (Establish overall incident objectives)

- Setting priorities
- Developing an Incident Action Plan
- Obtaining and assigning resources
- Predicting outcomes and planning
- Assigning specific objectives to tactical level units

Tactical Level

The tactical level directs operational activities toward specific objectives. Tactical level officers include branch directors, division, and group supervisors who are in charge of grouped resources. Tactical level officers are responsible for specific geographic areas or by function and supervising assigned personnel. A tactical level assignment comes with the authority to make decisions and assignments within the boundaries of the overall Incident Action Plan and safety conditions. The accumulated achievements of tactical objectives should accomplish the strategy as outlined in the Incident Action Plan.

Task Level

The task level refers to those activities normally accomplished by individual companies and specific personnel. The task level is where the work is actually done. Task level activities are routinely supervised by Company Officers. The accumulated achievements of task level activities should accomplish tactical objectives.

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 │ OVERALL DIRECTION│ │ASSIGNS OPERATIONAL│ │SPECIFIC ASSIGNMENTS│
 │  OF THE INCIDENT │ │   OBJECTIVES     │ │   TO COMPANY     │
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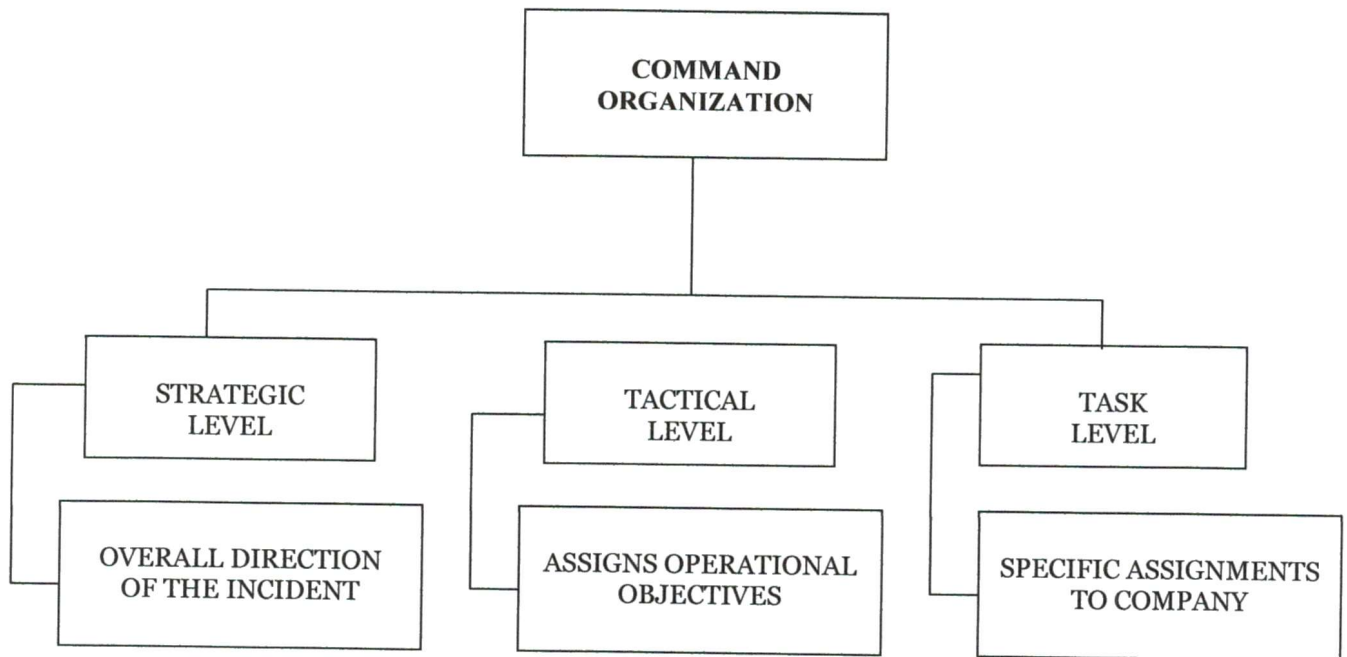
XXI. OPERATIONAL DESCRIPTION OF THE ICS COMPONENTS

A standard system shall be used to identify the critical parts of the incident. These include sides, exposures, floors, divisions, sub-divisions, and groups.

Sides and Exposures

Each exterior side of a structure shall be given a letter designation. The side of the structure facing the street (front) will normally be

designated Side A (Alpha). The remaining sides will be designated clockwise as B (Bravo), C (Charlie), D (Delta), as shown in the example. The use of phonetics may assist with identification when a lot of background noise makes communicating on the scene more difficult. Structures or properties that are threatened by fire or other hazards shall be designated as an Exposure. Exposure designation shall correspond to the same side of the incident as indicated.

GUIDELINES FOR IDENTIFICATION OF ALL SIDES

1. Determination of building's exterior sides

    a. Side (A) Alpha: The side of the building that is utilized as the building address. In most instances this would be the side that includes the main entrance or foyer.

    b. Side (B) Bravo: The left side of the building when facing side "Alpha".

    c. Side (C) Charlie: The opposite of side "Alpha" .

    d. Side (D) Delta: the right side of the building when facing side "Alpha".
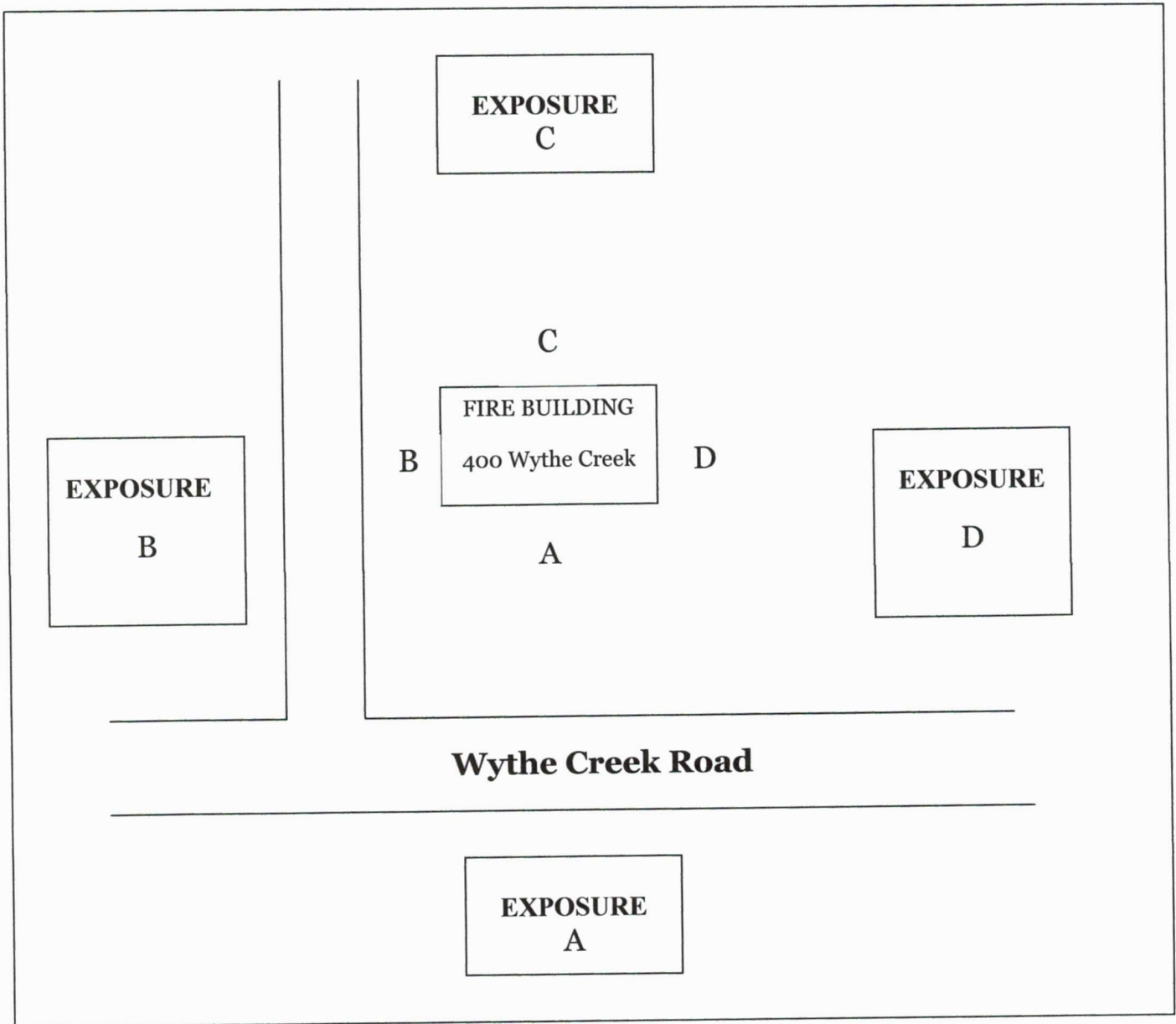
2.   In those situations where the building location or configuration is unusual, the Officer shall designate the side of the building using a landmark (e.g., parking lot, swimming pool, etc.)

3.   All radio transmission shall reflect the appropriate side or exposure. (e.g., "Command is located on Side Alpha", "Engine 4 on the scene, heavy smoke on Side Charlie")

4.   When it is necessary to place a unit at the corner of the building in order to maintain clarity, denote the corner by using the intersection of the two building sides. (e.g., "Ladder 9, set up on the Bravo/Charlie corner") Facing the building this would be the left rear corner where Sides Bravo and Charlie intersect.

5.   When occupancies are joined, such as townhouse, and multiple exposures are identified, they shall be identified as B1, B2, D1, D2, etc.

6.   Exposures: Structures or properties that are threatened by fire or other hazard shall be designated as an Exposure. Exposures shall correspond to the same side of the incident as shown above.

7.   Divisions: A Division is the organization level responsible for operations within a defined geographic area. In residential structures, the most common Divisions are Interior and Roof Divisions.

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                    |                    |                 |
        +----------------+      +----------------+   +----------------+
        |                |      |   Interior     |   |      Roof      |
        |    COMMAND     |------|   Division     |   |    Division    |
        |     BC-1       |      |  Captain E-2   |   |  Captain E-1   |
        |                |      +----------------+   +----------------+
        +----------------+         |        |           |        |
                              +-------+ +-------+   +-------+ +-------+
                              |  E-2  | |  E-4  |   |  E-1  | |  E-3  |
                              +-------+ +-------+   +-------+ +-------+
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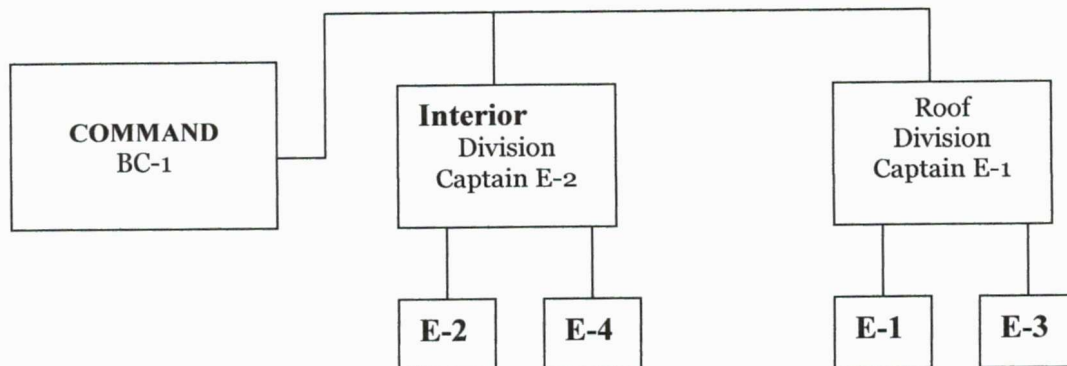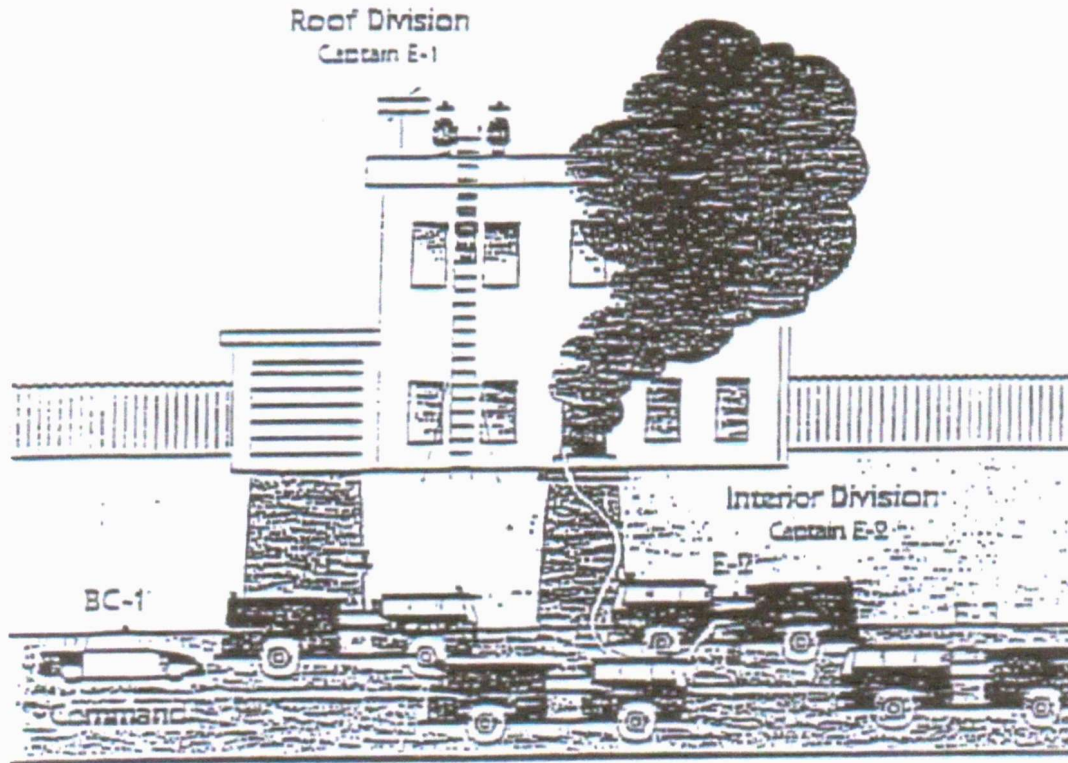
In multi-story occupancies, the term "floor" is used when noting a company's location within a multi-story building. When Divisions are created at a multi-story building incident, they will be indicated by floor number (i.e., Division 6 = sixth floor). When operating in levels below grade, the use of sub-divisions is appropriate (Sub-Division 1 = one floor below grade).

Division 6	☐	☐	☐	☐	☐	☐	☐	☐
Division 5	☐	☐	☐	☐	☐	☐	☐	☐
Division 4	☐	☐	☐	☐	☐	☐	☐	☐
Division 3	☐	☐	☐	☐	☐	☐	☐	☐
Division 2	☐	☐	☐	☐	☐	☐	☐	☐
Division 1	☐	☐	☐	☐	☐	☐	☐	☐
Subdivision 1	☐	☐	☐	☐	☐	☐	☐	☐
Subdivision 2	☐	☐	☐	☐	☐	☐	☐	☐

When Division boundaries are established around a structural or non-structural incident for use by multiple companies, a letter designation (Division A, B, C, D, etc.) shall be used. In addition, specific boundaries shall be assigned. This is particularly important during non-structural incidents.

DIVISION
C

DIVISION
B

Structure

DIVISION
D

DIVISION
A
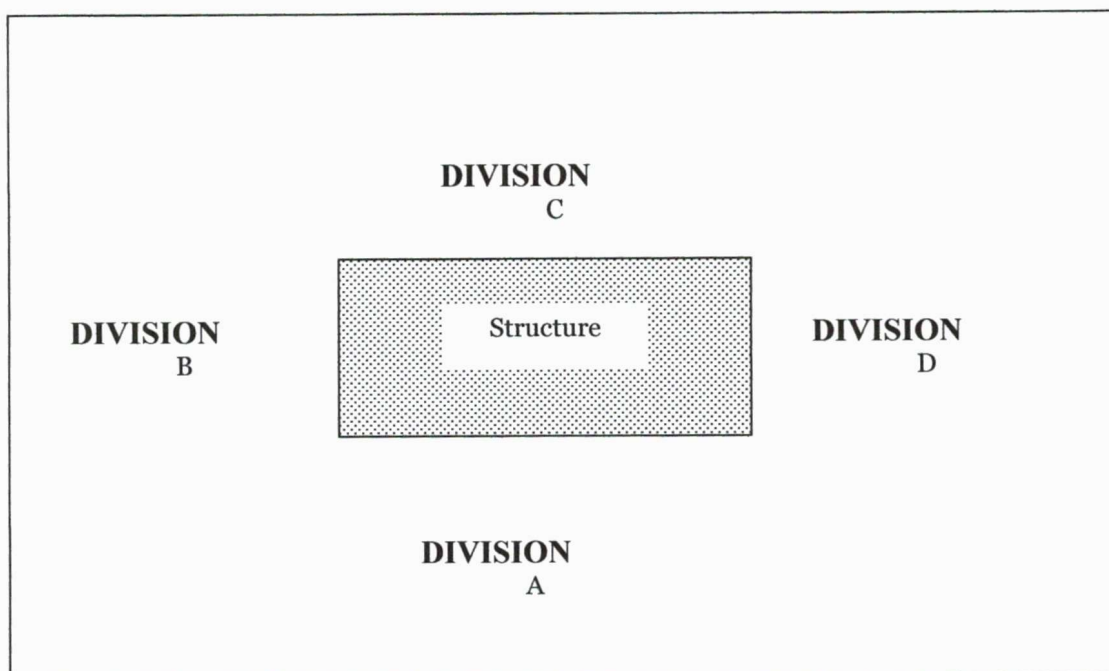
XXII. COMMAND

Command is charged with the responsibility for overall management of an incident. Command must ensure that incident goals are established, strategies are selected, planning activities are accomplished, and available resources are effectively used and tracked.

Operational Description of IMS Components

A.   Command

1.   Staff positions (Public Information Officer, safety, and liaison) may be implemented as needed to assist in managing the incident. Personnel assigned to these functions shall report directly to the Incident Commander to assist in fulfilling the requirements of the command position. The command staff reports directly to the Incident Commander and works out of the Command Post.

2.   The Incident Commander is solely responsible (within the limits of his/her authority) for establishing goals for the overall command and control. The strategy and tactics for mitigating an incident shall be the responsibility of the Incident Commander and the Operations Officer who shall report directly to the Incident Commander. Once an Operations Officer is in place and functioning, the Incident Commander must focus on the strategic issues, overall tactical planning, and other components of incident command.

3.   Command staff positions are established to assume responsibility for key activities that are not part of the line organization. There are normally three positions in this staff: Public Information Officer, Safety, and Liaison; however, the Incident

Commander may elect to expand this staff to include other functions depending upon the need.
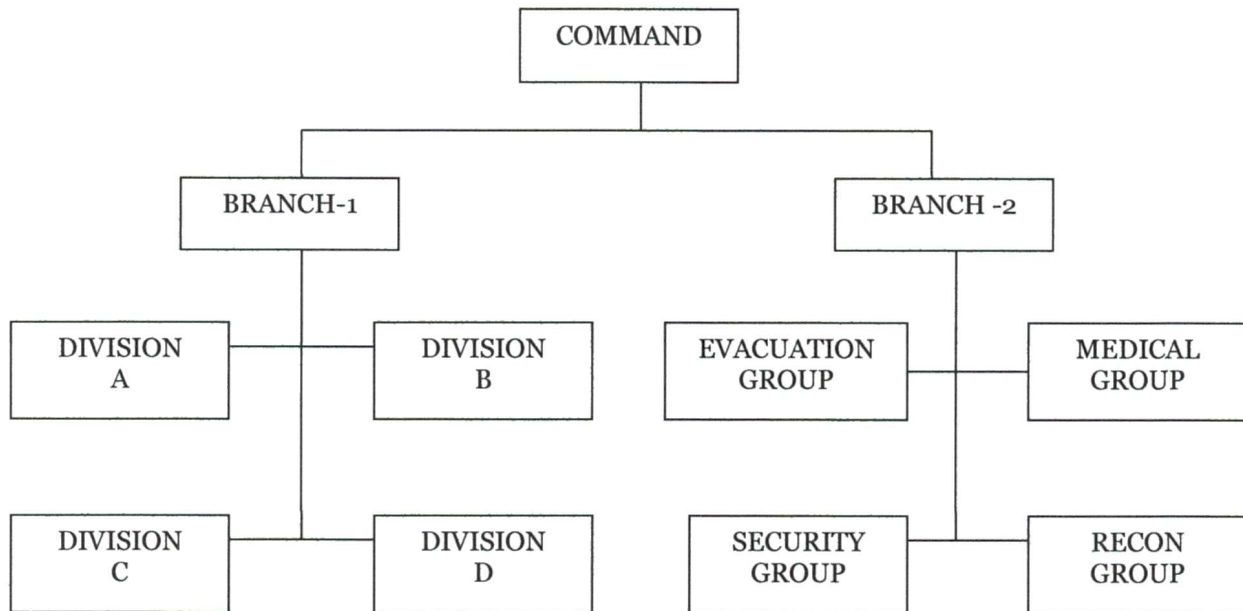
B.   Sections

The section level is organizationally between branch level and the Incident Commander. This management level is a member of the Incident Commander's general staff and is responsible for managing a primary segment of incident operation such as operations, planning, logistics, or administration.

C.   Branches

1.   Depending on the magnitude and/or type of incident, the operational functions may require further division into smaller segments for efficient use of resources. However, they are not always essential to the organization of the operations section.

2.   When the number of sectors exceeds the recommended span-of-control for the operations section, a multi-branch structure should be put in place and the sectors allocated within those branches. The branches are generally known as fire suppression, hazardous materials, EMS, and technical rescue.

3.   Branch Officers should be located at operational locations and may be assigned names or numerical designations. Branch Officers communicate directly with the Section Officer under whom they are assigned to operate.

4.   In some cases the span-of-control can grow beyond the ability of Division and Groups to handle it efficiently. As the incident expands, it involves two or more distinctly different components (i.e., fire,

EMS, law enforcement, etc.) or when multiple jurisdictions have a role in an incident, the organization can be divided into Branches.
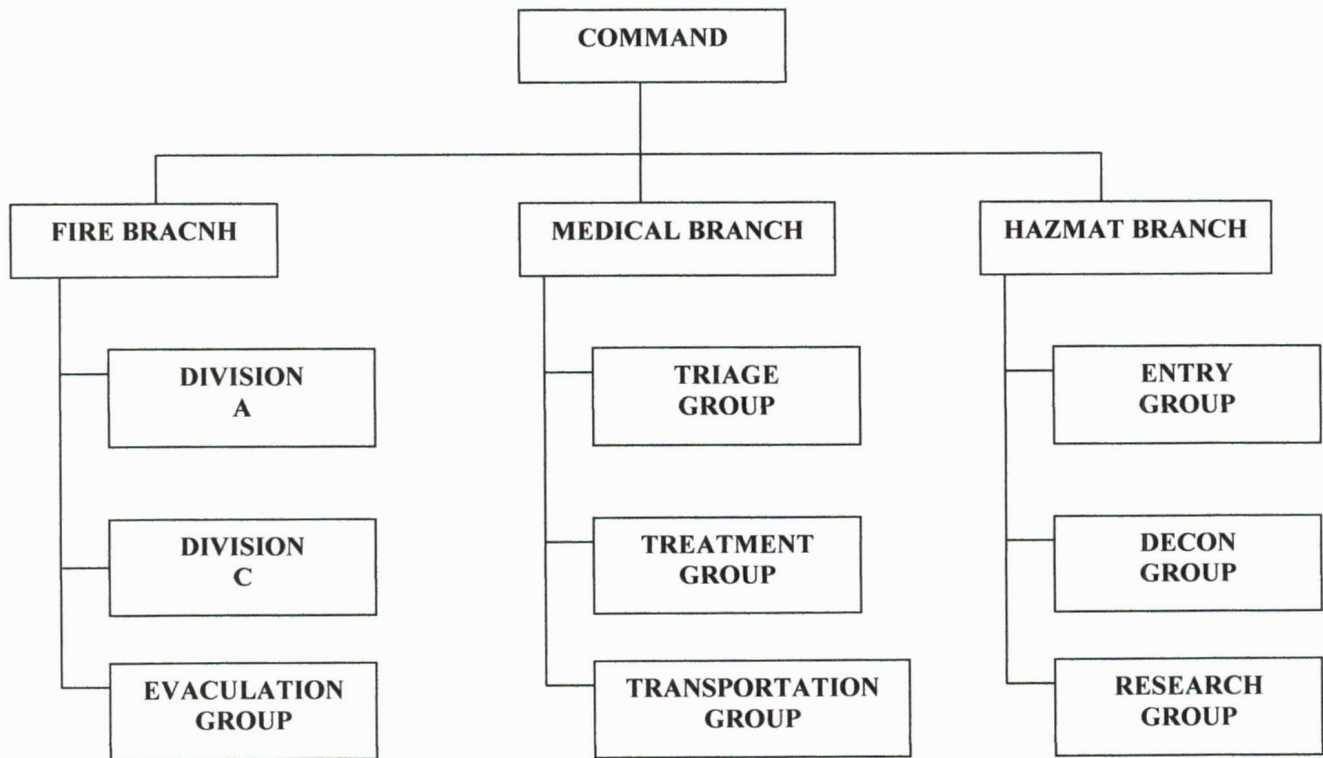
Span of Control After Multi-Branch Structure

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                           ┌───────────┐
                           │  COMMAND  │
                           └─────┬─────┘
            ┌────────────────────┴────────────────────┐
      ┌───────────┐                              ┌───────────┐
      │ BRANCH-1  │                              │ BRANCH -2 │
      └─────┬─────┘                              └─────┬─────┘
     ┌──────┴──────┐                          ┌────────┴────────┐
┌──────────┐  ┌──────────┐              ┌────────────┐   ┌──────────┐
│ DIVISION │  │ DIVISION │              │ EVACUATION │   │ MEDICAL  │
│    A     │  │    B     │              │   GROUP    │   │  GROUP   │
└──────────┘  └──────────┘              └────────────┘   └──────────┘
┌──────────┐  ┌──────────┐              ┌────────────┐   ┌──────────┐
│ DIVISION │  │ DIVISION │              │  SECURITY  │   │  RECON   │
│    C     │  │    D     │              │   GROUP    │   │  GROUP   │
└──────────┘  └──────────┘              └────────────┘   └──────────┘
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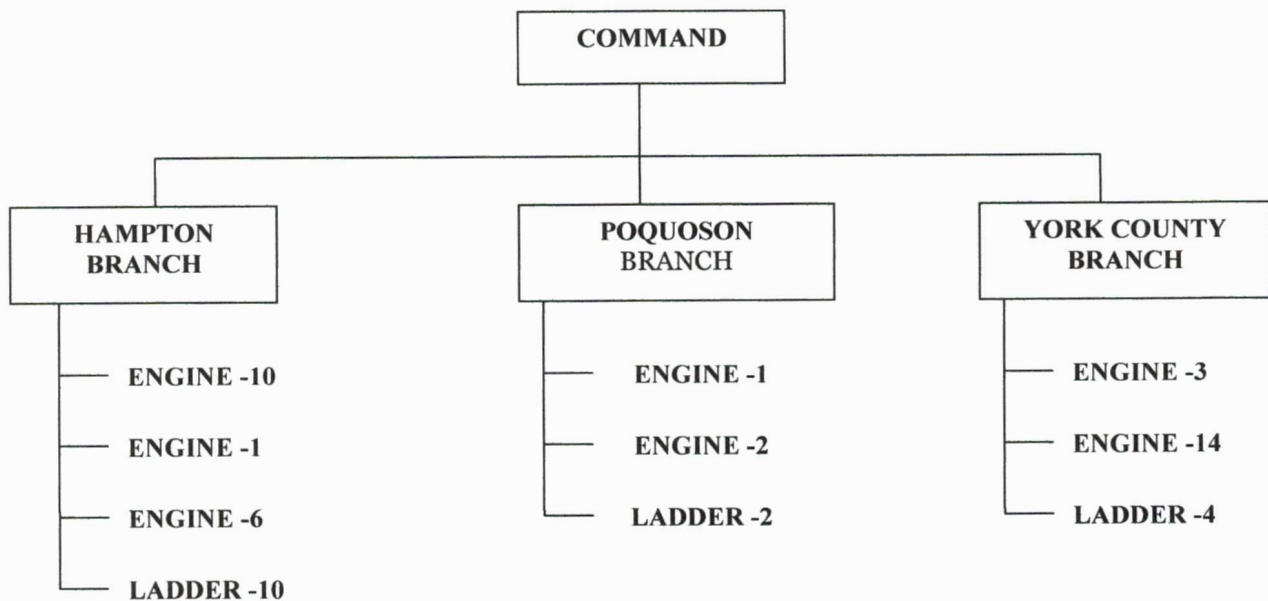
D.   Divisions/Groups

Divisions or Groups are organizational units responsible for the management and command for specific geographical areas or functions of an incident scene. Individual units are assigned to Divisions or Groups under the command of a sector officer as needed to accomplish the tactical objectives of the incident. Division or Group officers shall be assigned to operate in areas where they can properly oversee the accountability of units under their supervision

Functional Branch Structure

```
                              COMMAND

        FIRE BRACNH         MEDICAL BRANCH        HAZMAT BRANCH

        DIVISION              TRIAGE                ENTRY
           A                  GROUP                 GROUP

        DIVISION            TREATMENT               DECON
           C                  GROUP                 GROUP

      EVACULATION         TRANSPORTATION          RESEARCH
         GROUP                 GROUP                GROUP
```

Multi-Jurisdictional Structure

```
                              COMMAND

        HAMPTON              POQUOSON            YORK COUNTY
        BRANCH               BRANCH                BRANCH

      ENGINE -10            ENGINE -1            ENGINE -3

      ENGINE -1             ENGINE -2            ENGINE -14

      ENGINE -6             LADDER -2            LADDER -4

      LADDER -10
```

E.   Positions and Responsibilities of Command Staff

Incident Commander

The Incident Commander is responsible for the overall management of incident activities, including the development and implementation of strategies. The Incident Commander manages the Command Post.

Duties

- Obtain briefing from Incident Commander being relieved
- Assess incident conditions and develop Incident Action Plan
- Brief personnel on incident
- Activate elements of Incident Command System
- Authorize implementation of Incident Action Plan
- Determine information needs and brief Public Information Officer
- Coordinate staff activity
- Manage incident operations
- Authorize release of information to the new media

Public Information Officer

The Public Information Officer is responsible for formulation and release of information to the news media about incidents. The Information Officer develops accurate and complete information regarding incident cause, size, current situation,

resources committed, and other matters of general interest for release to the media. The Information Officer shall normally be the point of contact for the media and other governmental agencies that desire information directly from the incident. In either a single or unified command structure, only one Information Officer is designated. However, assistants may be assigned from other agencies or departments involved.

Duties

- Obtain briefing from the Incident Commander
- Establish area to meet with news media personnel
- Release information about the incident according to department guidelines
- Meet with the news media at regular intervals

Safety Officer

The Safety Officer is responsible for monitoring the incident scene for safety hazards and unsafe situations. The Safety Officer shall report unsafe conditions directly to the Incident Commander. **The Safety Officer ensures personnel safety and has emergency authority to prevent or stop unsafe acts and to remove personnel from imminent danger.**

Duties

- Obtain briefing from Incident Commander
- Identify unsafe conditions associated with the incident and develop measures to ensure personnel safety
- Prepare report of findings at close of incident

Liaison Officer

The Liaison Officer is the point of contact for assisting and cooperating with other agencies (such as Police, Red Cross, Public Works, etc.). The representatives from assisting agencies shall coordinate through the Liaison Officer (e.g., Fire Department Liaison Officer getting information from a chemist on a hazardous materials incident). Agency representatives assigned to an incident should have the authority to speak on all matters for their agency.

Duties

- Obtain briefing from Incident Commander
- Provide contact point for assisting agencies
- Assist Incident Commander in meetings with assisting agency representatives

XXIII. FUNCTIONAL POSITION DESCRIPTIONS AND OPERATIONAL GUIDELINES

Operations Section

The Operations Section Officer reports to the Incident Commander. In conjunction with the Incident Commander, the Operations Officer implements the Incident Action Plan and is responsible for the management of all incident tactical activities. The Operations Officer develops tactical objectives to accomplish strategic goals and supervises operations to ensure adherence to the plan. The Operations Officer requests or releases resources as needed. The Operations Officer may establish branches, divisions, and/or sectors as needed to manage suppression, hazardous materials, technical rescue, EMS functions, or other appropriate disciplines. An

Operations Officer shall be designated for each operational period (change of shifts) with the officer having a direct involvement in the preparation of the action plan for the period of responsibility.

1.   **Branches**

- The branch level of the command structure is used to provide coordination between command, tactical, and task level resources. Depending on the magnitude and/or type of incident, the operational functions may require further division into smaller segments for efficient use of resources. However, they are not always essential to the organization of the operations section.

- When the numbers of sectors exceed the recommended span-of-control for the operations section, then a multi-branch structure should be put in place and the sectors allocated within those branches. The branches are generally known as fire suppression, hazardous materials, emergency medical services, and technical rescue. Branch Officers should be located at operational locations and may be assigned names or numerical designations. Branch Officers communicate directly with the Sections Officer under whom they are assigned to operate.

2.   **Divisions or Groups**

- Division or Group establishment provides a system to divide an incident into manageable geographical or functional areas. Division or Group is responsible for achieving tactical objectives. Divisions or Groups reduce the overall need for incident radio communication. Most routine communications inside a division or group can be accomplished in a more effective face-to-face mode. This eliminates most tactical information exchanges from the radio.

- Safety and accountability of Fire and Rescue personnel is a major reason for establishing divisions or groups. Division/Group commanders must have the ability to communicate with command and control the function of their division/group.

- Divisions or Groups give the Incident Commander the capability of dividing an incident into more manageable work areas and functions. By dividing the incident and delegating tactical responsibilities, the Incident Commander can concentrate on the overall strategy while remaining at the Command Post.

- Because Divisions or Groups are assigned based on the needs of an incident, Division or Group tasks can be performed by anyone on the incident, within the limitations of their apparatus and special training. This includes the assignment of officers as Division or Group commanders, wherever and whenever needed. Establishment of Divisions or Groups may be either geographical area or functional operations. The method of establishing Divisions or Groups shall be based on the needs of the incident as determined by the Incident Commander.

THESE FACTORS SHOULD BE GIVEN CONSIDERATION WHEN DETERMINING THE NEED FOR DIVISIONS OR GROUPS:

- The situation has the potential for growing beyond the ability of Command to directly control incident resources
- When companies are operating from tactical positions with which Command has little or no direct control
- When companies are involved in complex operations

- When the situation is hazardous and close control of operating resources is needed, Section Officers must be in a position to ensure the safety and accountability of the resources assigned to them

3.   **Guidelines and Duties for Positions in the Operations Section**

   a.   Operations Section Officer

   Duties

   - Obtain briefing from Incident Commander
   - Develop operations portion of Incident Action Plan
   - Brief and assign Fire and Rescue personnel involved in operation
   - Supervise all incident operational functions (i.e., suppression, Haz Mat, EMS, etc.)
   - Determine resource needs and request or release resources as required
   - Track status of units assigned to incident
   - Report changes in incident conditions to Incident Commander on a regular basis
   - Establish branches, divisions, and sectors as required

   b.   Staging Officer

   Duties

   - Establish staging area
   - Establish check-in procedure
   - Respond to requests for resources from Operations Officer or Incident Commander
   - Maintain required resources in staging area

- Request food, water, shelter, and fuel, if required
- Maintain accountability of resources assigned to Staging

c.   Water Supply Officer

The Water Supply Officer reports to and obtains briefing from the Operations Officer. The Water Supply Officer also collects and validates information on water needs and resources for the incident.

Duties

- Identify available water supplies
- Establish requirements of water needs to combat incident, compare Incident Action Plan to available water resources, and report inadequacies to Fire Suppression Officer
- Handle requests for information about water supply
- Develop and monitor water supply operations

d.   Supply/Support Officer
The Supply Officer shall be responsible for securing and distributing supplies and equipment necessary to keep resources functioning on a major incident (i.e., high-rise or mall).

Duties

- Report to and obtains briefing from Operations Officer
- Determine personnel and resources needed to fulfill task
- Arrange to obtain needed items
- Receive and distribute required items

e.   Base Officer

The Base Officer shall be responsible for stockpiling and cataloging resources (personnel and equipment) necessary for immediate deployment into incident operations.

Duties

- Reports to and obtains briefing from Operations Officer, and selects location for base area
- Works with supply/support to get needed resources to the base area
- Receives and distributes required resources as needed

f.   Branch Officer

The Branch Officer, when activated, is utilized to provide management of a complex operation involving more than one of the major operational components (i.e., suppression, hazardous materials, technical rescue and/or EMS). This officer reports directly to the Operations Officer. He/she makes changes in the action plan as required to combat the incident, requests or releases resources as needed, and reports changes to the Operations Officer. However, branches are not limited to the operations section. Any of the Section Officers may recommend the implementation of branches within their section with the approval of the Incident Commander. Branches may be named to reflect their operational objective or given a numerical designation.

Duties

- Reports to and obtains briefing from Section Officer
- Briefs and assigns resources, and supervises assigned section operations; determines and requests needed additional resources
- Reports information on changes, progress, and needs to operational officer

g. Emergency Medical Services Control Officer (Branch Officer)

The EMS Control Officer shall report to the Operations Officer and is responsible for the development of the emergency medical plan for the incident and shall direct all aspects of EMS operations. This includes obtaining medical treatment and transportation of injured Fire personnel and civilian casualties at an incident.

Duties

- Obtains briefing
- Determines EMS needs, develops plan, and advises Operations Officer of needs and plan
- Manages all EMS operations
- Assigns appropriate EMS management positions to subordinates (e.g., triage, treatment disposition, transportation)

h. Suppression (Branch Officer)

The Suppression Officer reports directly to the Operations Officer. The Suppression Officer makes changes in the Incident Action Plan as required to

control and extinguish the fire, reports changes, and requests or releases resources as necessary through the Operations Officer.

Duties

- Reports to and obtains briefing from Operations Section
- Briefs and assigns resources and supervises fire suppression operations; determines need for and requests additional resources
- Provides Operations Section Officer with information on changes and progress of incident operations

i.   Hazardous Materials (Branch Officer)

The Hazardous Materials Officer reports directly to the Operations Section Officer and is responsible for overseeing the actions of those resources assigned to mitigate any hazardous materials situation at the incident.

Duties

- Reports to and obtains briefing from the Operations Section Officer
- Briefs hazardous materials personnel on the action plan
- Assigns tasks to the hazardous materials unit
- Gives situation reports and updates to the Operations Section Officer
- Requests additional or releases unneeded hazardous materials resources through the Operations Section Officers
- Prepares needed documentation for the Incident Commander

j.   Technical Rescue (Branch Officer)

The Technical Rescue Officer reports to the
Operations Section Officer and is responsible for the
technical rescue operations at the incident.

Duties

- Reports to and obtains briefing from the
  Operations Section Officer
- Briefs and assigns technical rescue resources,
  determines need for and requests additional
  resources through the Operations Officer
- Provides information on the status of technical
  rescue operations to the Operations Officer
- Prepares needed documentation for the Incident
  Commander

k.   Triage Officer

The Triage Officer coordinates the assessment of
patients according to severity of injuries. He/she is
responsible for assessing all patients' injuries and
for directing them to an area for proper care.

Duties

- Report to and obtains briefing from EMS Control
  Officer
- Establishes triage area
- Ensures patients are assessed and reevaluated as
  necessary
- Coordinates patient care and treatment

l. Treatment Officer

The Treatment Officer is responsible for overseeing the emergency treatment of patients. This includes coordinating activities with the Triage Officer and the Disposition Officer.

Duties

- Reports to and obtains briefing from EMS Control Officer
- Establishes communications with Triage Officer
- Determines needs and locates treatment area to provide patient care
- Requests needed personnel and medical treatment supplies through the EMS Control Officer
- Secures processing of treated patients through Disposition Officer

m. Disposition Officer

This position coordinates patient routing to medical facilities and works with the Treatment Officer and Transportation Officer responsible for communicating with hospitals

Duties

- Reports to and obtains briefing from EMS Control Officer
- Establishes work area and requests needed communications
- Coordinates activities with Treatment Officer and Transportation Officer

- Contacts hospitals, determines capacity, and advises of number of patients en route
- Makes patient assignments
- Gives assignments to Transportation Officer
- Maintains required records

n.   Transportation Officer

This officer is responsible for the coordination of patient transportation to various medical facilities. He/she arranges for vehicles to move patients from the incident scene to medical facilities and works in concert with the Disposition Officer.

Duties

- Reports to and obtains briefing from EMS Control Officer
- Determines needs
- Establishes evacuation plan
- Requests needed resources
- Coordinates activities with Disposition Officer
- Maintains required records

o.   Division or Group

The Division or Group Commander, when activated, shall report directly to the next higher level of supervision. The Division or Group Commander is responsible for implementation of the assigned portion.

Duties

- Obtains briefing prior to assuming command of the assigned Division or Group
- Briefs Company Officers on operational plan

- Assigns tasks to units
- Reports to next level of supervision when the action plan is changed, additional resources are needed, or the resources are available for reassignment
- Gives situation status reports as required and tracks assigned resources
- Maintains the accountability Passports for all units assigned to his/her Division or Group
- Provides written summary of functions as required to the Operations Officer

Planning Section

The planning section is responsible for collecting tactical information about the incident. This section maintains information about the incident and provides technical specialists to assist the Incident Commander in formulating the overall plan for managing the incident. The technical specialists report to the Planning Section Officer.

Command of this component will generally be assigned to a senior-level staff member of the Fire Department's staff.
This section shall assemble information to assist in planning future incident operations. This function will evaluate resource needs, tactical priorities, and gather and update information about the incident.

1.   **General Guidelines and Duties for Positions in the Planning Section**

a.   Planning Section Officer

Duties

- Reports to and obtains briefing from Incident Commander

- Participates in the development of the Incident Action Plan
- Assembles information on alternative strategies
- Identifies need for specialized resources
- Performs operational planning jointly with operations functions
- Predicts incident potential
- Compiles incident status information and documents all incident activity for permanent historical record of incident
- Secures technical specialists as required by Incident Commander
- Maintains information on status of various resources at the incident

b.   Technical Specialists

Technical Specialists are advisors with special skills needed to support incident operations. Technical Specialists may report to the Planning Section Officer, may function within an existing unit (e.g., hazardous materials unit), or be reassigned to other parts of the organization (e.g., operations section)

Logistics Section

The Logistics Section shall provide for all service and support needs of an incident. This component secures all resources that are not a normal requirement of the Fire and Rescue Department (e.g., supplies, fuel, food, facilities, and equipment maintenance), including support resources unique to the particular incident.

1.   **General Guidelines of Duties for Positions in the Logistics Section**

a.   Logistics Section Officer

Duties

- Reports to and obtains briefing from Incident Commander
- Assembles needed resources
- Identifies service and support functions needed on the incident
- Maintains log of requests for and of, any materials received and used

b.   Rehabilitation Officer

The Rehabilitation Officer is responsible for providing an organized response for the physical well being of emergency personnel operating on an incident. To accomplish this task, it may be necessary to establish rehabilitation areas and appoint Rehabilitation Sector Officers to supervise these operations. The safety and well being of emergency personnel is the paramount objective of this position.

Duties

- Obtains briefing from the Logistics Officer
- Determines the rehabilitation needs for emergency personnel
- Establishes Rehabilitation Sector when ordered to do so and appoints a Sector Officer if required (as outlined in rehabilitation sector section).
- Coordinates with Logistics Officer to obtain food, fluids, medical evaluation and protection from the elements
- Secures, as needed, area of refuge for emergency personnel requiring rehabilitation

- Provides personnel in rehabilitation with:
  1) Medical evaluation upon entering the rehabilitation area and every 15 minutes until they are within acceptable guidelines
  2) Fluids (ensure at least 8 oz. for every 20 minutes of work)
  3) Food
  4) Rest

c.   Welfare Officer (Civilian)

The Welfare Officer is responsible for providing an organized response for the physical well being of civilian evacuees on an incident. To accomplish this task, it may be necessary to establish refuge areas and/or evacuation centers.

Duties

- Obtains briefing from the Logistics Officer
- Determines the welfare needs for civilian evacuees
- Establishes refuge area and/or evacuation center
- Coordinates with Logistics Officer to obtain food and fluids
- Works through Liaison Officer to obtain assistance from outside agencies (e.g., Red Cross, Salvation Army, Canteen Unit)

d.   Communications Officer

The Communications Unit Officer, under the direction of the logistics Section Officer is responsible for planning for effective incident communications. This position is responsible for securing and overseeing the operation of needed communications equipment and personnel.

Duties

- Obtains briefing from Logistics Section Officer
- Determines the communications equipment and personnel needs
- Oversees the set-up and supervises the operation of an incident communications center
- Maintains a record of the operation of the communications unit

e.   Supply Unit Officer

The Supply Unit Officer is primarily responsible for ordering supplies and equipment, receiving and storing all supplies for the incident, maintaining an inventory of supplies, and servicing non-expandable supplies and equipment.

Duties

- Obtains briefing from Logistics Section Officer
- Determines the type and amount of supplies needed and/or en route to the incident and orders additional supplies as needed to support incident operations.
- Arranges for receiving supplies
- Maintains inventory of supplies
- Maintains adequate record of all supplies ordered and used on the incident

f.   Equipment Maintenance Officer

The Apparatus and Equipment Maintenance Officer is responsible for the proper maintenance of all apparatus and equipment used in incident operations

Duties

- Obtains briefing from Logistics Section Officer
- Requests required maintenance support personnel and assigns duties
- Obtains supplies, tools, and equipment needed to maintain equipment operating at incident scene

Administration Section

The administration section evaluates and manages the financial aspect of an incident. This section documents all financial costs of incident operations and is responsible for all records necessary in any cost recovery efforts.

1. **General Guidelines of Duties for Positions in the Administration Section**

    a. Administration Section

        Duties

        - Obtains briefing from Incident Commander
        - Assembles needed resources
        - Documents and records incident activities for cost recovery efforts
        - Handles documentation needed for potential cost recovery efforts
        - Manages financial needs for securing assistance from outside agencies

    b. Cost Recovery Unit

        The Cost Recovery Unit Officer is responsible for collecting all cost data, performing cost effectiveness analysis, and providing operation cost estimates for the incident

Duties

- Obtains briefing from Administration Section Officer
- Coordinates cost reporting procedures
- Obtains and records all expense data
- Maintains accurate cumulative incident cost records
- Provides report of incident cost to Administration Section Officer at close of incident
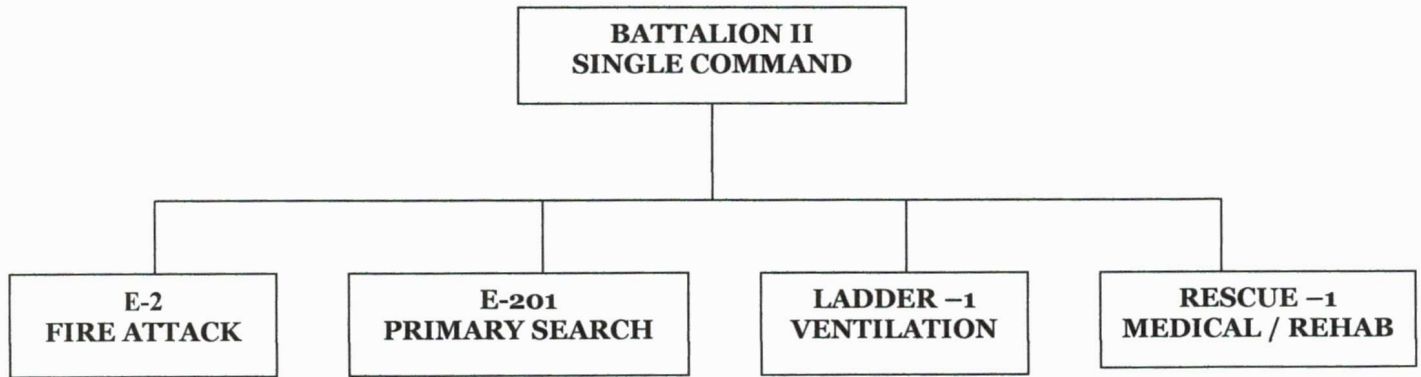
XXIV. COMMAND

Command is responsible for overall management of the incident. Command also includes certain staff functions. The command function within the Incident Management System may be conducted in three ways.

1.   Single Command Structure

Within a jurisdiction in which an incident occurs and when there is no overlap of jurisdictional boundaries involved, a single Incident Commander will be designated by the jurisdictional agency to have overall management responsibility for the incident.

The Incident Commander will prepare incident objectives which, in turn, will be the foundation upon which subsequent action planning will be based. Incident Commander will approve the final action plan and approve all requests for ordering and releasing of primary resources.
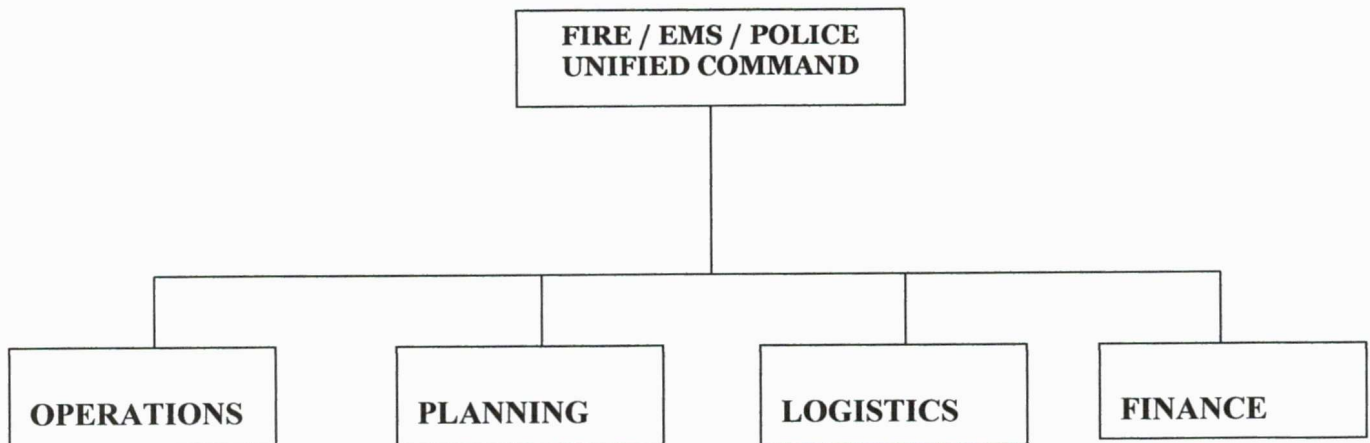
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                    ┌─────────────────────┐
                    │    BATTALION II     │
                    │   SINGLE COMMAND    │
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┌──────────────┐ ┌──────────────┐ ┌──────────────┐ ┌──────────────┐
│     E-2      │ │    E-201     │ │  LADDER –1   │ │  RESCUE –1   │
│ FIRE ATTACK  │ │PRIMARY SEARCH│ │ VENTILATION  │ │MEDICAL/REHAB │
└──────────────┘ └──────────────┘ └──────────────┘ └──────────────┘
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2. Unified Command Structure

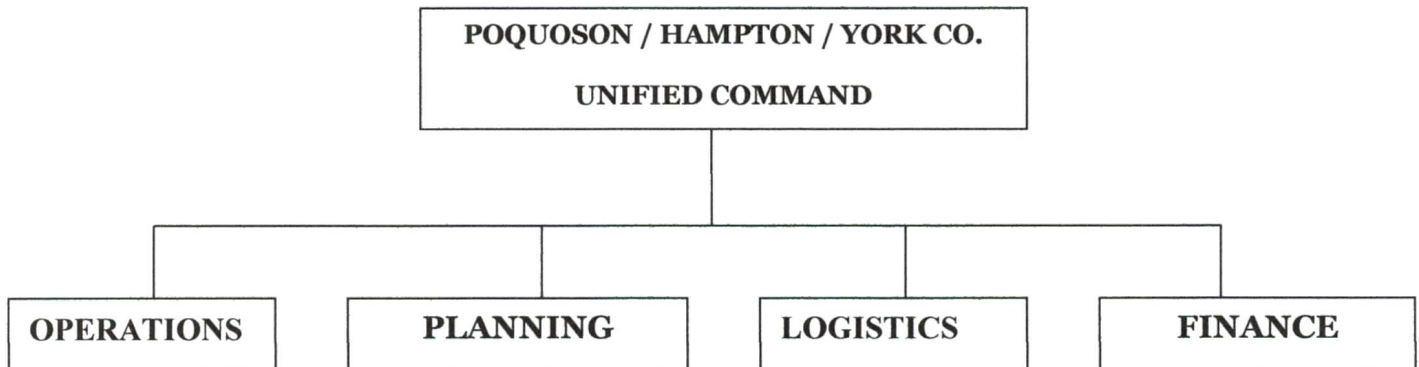A Unified Command structure is called for under the following conditions:

a.   Single Jurisdiction/Multi-Agency

The incident is totally contained within a single jurisdiction, but more than one Department or Agency shares management responsibility due to the nature of the incident or the kinds of resources required, i.e., a passenger airliner crash within a residential neighborhood. Fire, EMS, and Law Enforcement all have essential, but different, objectives.

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                    ┌─────────────────────┐
                    │ FIRE / EMS / POLICE │
                    │  UNIFIED COMMAND    │
                    └─────────────────────┘
        ┌──────────────┬──────────┴──────────┬──────────────┐
┌──────────────┐ ┌──────────────┐ ┌──────────────┐ ┌──────────────┐
│ OPERATIONS   │ │  PLANNING    │ │  LOGISTICS   │ │   FINANCE    │
└──────────────┘ └──────────────┘ └──────────────┘ └──────────────┘
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b.   Multi-Jurisdictional

The incident is multi-jurisdictional in nature when it involves more than one municipality, i.e., natural disaster or a major incident involving mutual aid response.

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          ┌─────────────────────────────────────┐
          │   POQUOSON / HAMPTON / YORK CO.      │
          │                                     │
          │         UNIFIED COMMAND             │
          └─────────────────────────────────────┘
                          │
     ┌────────────┬───────┴────────┬────────────┐
┌─────────┐  ┌──────────┐   ┌──────────┐   ┌──────────┐
│OPERATIONS│  │ PLANNING │   │ LOGISTICS│   │ FINANCE  │
└─────────┘  └──────────┘   └──────────┘   └──────────┘
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3. Single/Unified Command Differences

In a Single Command structure, a single Incident Commander is solely responsible, within the confines of their authority, to establish objectives and overall management strategy associated with the incident. The Incident Commander is directly responsible for follow-up, ensuring that all functional area actions are directed toward accomplishment of the strategy. The implementation of planning required to effect operational control will be the responsibility of a single individual, the Incident Commander or an Operations Section Chief if assigned.

In a Unified Command Structure, the individuals designated by their jurisdictions or by Departments within a single jurisdiction shall jointly determine strategy, objectives, and priorities. In many of these incidents, the Operations Section Chief will be responsible for implementing the

strategic plan. The determination of which Agency or
Department the Operations Chief represents must be made
by mutual agreement of the Unified Command. It shall be
done on the basis of greatest jurisdictional involvement,
number of resources involved, statutory authority, or by
mutual knowledge of the individual's qualifications.

APPENDIX

Incident Management System

GLOSSARY

Accountability	The responsibility of the Incident Commander and all personnel to account for each other at an emergency incident.
Accountability System	A guideline and procedure used to track the location and assignment of personnel operating at an emergency incident.
Base	That location at which the primary logistics functions are coordinated and administered. As differentiated from staging, resources in Base are not generally ready for immediate deployment. This element is typically staffed at large scale incidents such as high-rise fires where non-essential resources are staged. Base is a Logistics function.
Branch	The organizational level having functional/geographic responsibility for major segments of incident operations. This functional level falls between Section and Division/Group.
Brief Initial Report	The initial status report that includes all the information necessary to establish the operations at an incident.

Brief Progress Report	Periodic information on the status of an incident designed to keep interested parties informed as to the progress of the incident.
Chief	Incident Management System title for individual responsible for command of the functional Sections: Operations, Planning, Logistic, and Finance/Administration.
Collection Point	The location where passports are collected and placed on a status board. This can be at an engine, ladder, or Command Post.
Command	That section of the General Staff responsible for the overall management of incident activities, especially responsible for assessing incident priorities; developing goal and objectives; developing and implementing incident action plans; developing appropriate command structure; resource management; incident scene safety; liaison with outside agencies; and release of appropriate information to the media.
Command Post	A fixed location at which primary COMMAND functions are executed.
Command Staff	The collective functions of Safety, Liaison, and Information that report directly to the Incident Commander.

Command Status Board   A large board used at emergency incidents. It contains the tactical worksheet and has Velcro strips on both sides, which are used to collect passports during an emergency incident.

Communications Unit   Functional unit within the Service Branch of the Logistics Section responsible for the incident communications plan, the installation and repair of communications equipment, and operation of the incident communications center.

Company   A ground vehicle providing specified equipment capability and personnel. (Engine Company, Truck Company, Rescue Company, etc.)

Company Officer   The individual responsible for command of a company. This designation is not specific to any particular fire department rank (may be a Firefighter, Lieutenant, Captain or Chief officer, if responsible for command of a single company).

Compensations/ Claims Unit   Functional unit within the Finance/Administration Section responsible for financial concerns resulting form injuries or fatalities at an incident.

Cost Unit   Functional unit within the Finance / Administration Section responsible for tracking costs, analyzing cost-saving measures.

Division

An organizational level having responsibility for a geographic area.

Emergency

A situation involving the use of fire department personnel Incident and equipment in order to provide life safety, incident stabilization, and/or property conservation.

Group

An organizational level having responsibility for a specific function.

Helmet Shield

A reflective, magnetic strip which attaches to the fire helmet. This shield shall show the unit assignment of fire department personnel.

Incident

The fire department member in overall command of an Commander emergency incident.

Incident Site Pass

A laminated, numbered card used to allow specialized personnel such as Virginia Natural Gas, Virginia Power, EPA, etc., into the hazardous area to perform a supervised function. Others, such as government officials, the media, etc., shall be given a site pass when allowed on the emergency scene by the Incident Commander.

Make-Up Kit

A kit used to create teams of personnel or to replace missing accountability items at an emergency incident.

Make-Up Passports

A passport made up at an emergency incident when personnel have not been assigned to a company or when personnel have been reassigned to a

location remote to the original assignment.

Name Tag   A color-coded plastic tag, backed with Velcro that identifies personnel by last name and first initial.

Passport   Strips of Velcro attached back-to-back which are designed to hold the name tags of personnel assigned to a particular engine, ladder, etc. The passport can be attached to a status board and is used for tracking companies and personnel at an emergency incident.

Personnel   A person or persons, career or volunteer, who are certified by the fire department to perform the duties and responsibilities involved at an emergency incident.

Personnel Accountability Report   A report given by company officers to the Incident Commander during an emergency incident that all (PAR) personnel under the officer's supervision are accounted for. The number of personnel shall be included in this report.

Point-of-Entry   The establishing of a specific entry point or "gate" when Control the Incident Commander feels the need for more stringent control of accountability.

Remote Entry Point   A location distant to a passport collection point because of distance, hazard, or building construction. This

point becomes another entrance to the hazardous area.

Roll Call   The procedure used by the Incident Commander to confirm that personnel working in a hazardous area are safely accounted for.

Sector   An organizational level having responsibility for either a geographic area or specific function at an emergency incident.

Shall   Indicated mandatory requirement.

Should   A recommendation or that which is advised but not required.

Staging   A function and location where personnel and equipment are assembled near or at an incident scene and are immediately available or assignment.

Supervisor   A fire department member who has authority and responsibility over other members.

Team   Personnel formed at an incident who have not been assigned to a specific company.

Unit   A name for a single fire vehicle.

Unit Status Board   A plastic board (8" x 12") placed on the passenger side of all engines and ladder trucks which holds the passports of a particular company. This board can be used to collect multiple passports during an emergency incident.