

SOG#501-1	Standard Operating Guideline									
	<p style="text-align: center;">Cumberland Road Fire Department Inc.</p> <p style="text-align: center;">Incident Command System</p>	<table border="1"> <tr> <td colspan="2">Approved By</td> </tr> <tr> <td colspan="2">Kenneth E. Hall</td> </tr> <tr> <td>Effective Date</td> <td>Revised Date</td> </tr> <tr> <td>November 6, 1992</td> <td>March 7, 2016</td> </tr> </table>	Approved By		Kenneth E. Hall		Effective Date	Revised Date	November 6, 1992	March 7, 2016
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PURPOSE:

This guideline will establish guidelines to develop, facilitate, and accomplish the tactical and strategic objectives of the Cumberland Road Fire Department and Incident Command System (ICS). As an incident escalates in scope, this guideline will also establish Cumberland Road Fire Department guidelines for the “Modular Expansion” of the ICS using the National Incident Management Systems (NIMS).

The most significant characteristic of NIMS is its ability to expand from a routine incident to a complex multi-agency incident in a logical progression. Other important characteristics include:

The ICS will always be used:

- It is an “All Hazards system” adaptable to all types of emergency incidents.
- “Jurisdictional Authority” is established based upon the geographic location of the incident.
- Reducing the “Span of Control” is the basic for modular expansion of ICS.
- A “Unity of Command” is clearly established by the organizational format.
- NIMS uses common terms, organizational structures, and operational guidelines that are nationally accepted as the standard for incident management.
- The activities and responsibility assigned to the Incident Commander (IC) and other individuals operating within the ICS should be defined.
- A system should be provided to process information that supports incident management, planning, and decision-making.

INCIDENT COMMAND SYSTEM GUIDELINES:

These tactical guidelines will be the basis for the Cumberland Road Fire Department emergency operations and the steps the IC must complete during the incident.

Provide Initial Report / Size Up:

The first arriving Cumberland Road Fire Department unit or officer at the scene of a multiple unit response will transmit, via radio, a brief initial report of the obvious scene conditions, including the following.

- Unit identification, address, or location of the emergency.

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- A description of the building or location of the emergency.
- Obvious incident conditions.
- Establish “command” and state location of “Command Post”.
- A report of actions being taken by the unit’s on scene.

Example:

“Cumberland 511 is on scene at 3543 Cumberland Road with nothing showing from a single story dwelling, 511 establishing Cumberland Road Command”511 will be in the investigation mode”

- The Initial report from the IC will identify specific conditions / events requiring additional response or actions.
- Certain terms / phrases should alert “Fire Communications” to initiate any protocols requiring additional resources.
- It will be at the discretion of the IC to ask and confirm additional resources to be dispatched.

Establish Command:

- Responsibility for Command will be fixed on a single individual, depending on the arrival sequence of units and officers. The first arriving unit or officer at the scene of a multiple unit incident response will establish command.
- Command will be the radio designation for the Incident Commander. (i.e. Cumberland Road Command).
- A strong, direct, and visible command will be established from the onset of the incident and maintained until command is transferred or terminated.
- There will be an orderly transfer of command to subsequent arriving officers.

Establish Incident Priorities:

Command will establish the Incident Priorities in the order below:

- Life Safety
- Incident Stabilization
- Property Conservation

Ongoing evaluation of the Incident Priorities is required and the actual implementation of the priorities will vary based upon incident needs.

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Life Safety and Incident Stabilization objectives may be addressed simultaneously in order to accomplish the overall objective of life safety.

Determine Mode of Operation:

- Command will use one of the following strategic modes of operation at an emergency incident to determine the strategic direction of initial company actions.
- **Investigation:** The IC observes nothing showing. The IC assigns units to investigate the situation.
- **Offensive:** The IC observes a working fire or an active release of hazardous materials that can be controlled by aggressive actions of first due units. This mode includes obvious rescue situations.
- **Defensive:** The IC observes conditions too dangerous for aggressive interior actions or observes large releases of unknown hazardous materials.
- Regardless of the mode of operation, the IC will be accountable for the identified tasks assigned to the command function.
- Continually analyze the need for modular expansion of ICS.
- Review safety / accountability
- Establish exclusions, hot, warm, cold, and collapse zones based on conditions and incident types.
- Assign a safety officer(s) if size and scope of incident is such that IC cannot monitor safety of all personnel.
- Utilize “Accountability System” (CRFD Safety Policy 502-7).


Develop Incident Action Plan:

- The IC is responsible for the development of an Incident Action Plan (IAP)
- The IAP will include the completion of the incident goals in their established order.
- The IC must constantly re-evaluate the initial IAP, and expand the ICS as needed.
- The IC must constantly evaluate the need to request additional resources as necessary.

Implement Necessary Incident Assignments:

- Utilize the overall incident objectives as a guide; the IC will assign tasks to arriving units.
- Perform a Primary Search.
- Establish an adequate and sustained water supply as required based on the incident.
- Establish a Rapid Intervention Team(s). (CRFD Safety Policy 502-12)
- Additional units or special operational needs as deemed necessary by the IC.
- Establish staging as needed: (Identify Staging Area, assign staging officer).

Provide Progress Reports:

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The IC should provide periodic progress reports (benchmarks of completion) via radio from command with acknowledgment from the communications.

- Primary Search Complete – report findings. (i.e. “Primary search complete reporting all clear”).
- Incident Stabilization – report conditions. (i.e. “fire under control”)

The IC may request to be prompted by communications at specific time intervals.

Progress reports help to maintain an on-going record of events and provide information about the incident to on scene resources.

Incident Termination and Demobilization:

The IC should demobilize units as the incident is stabilized and are no longer needed.

Personnel should be rehabbed prior to being released to return to service.

Demobilization should include a “Hot Wash” of the incident and should include Critical Incident Stress Debriefing if necessary.

Modular Expansion of Incident Command System

General Guideline:

Emergency incidents often evolve into complex events that quickly exceed the capabilities that one person that can safely and effectively manage. When the IC is faced with a complex emergency incident he/she can expand the ICS using NIMS modular expansion guidelines.


Modular expansion of ICS ensures that a command structure is in place that will reduce the IC’s span of control to a manageable number.

One (1) supervisor/manager to five(5) subordinate functions is the desired “span of control”. This number will vary depending on the severity and complexity of the emergency incident.

If at any time the span of control goes above five (5) to one (1), then another level supervision should be added.

To maintain the proper span of control and provide for safe and efficient operations, the IC will decide on one of various structures for managing company operations, including:

- Companies continue to operate independently and report to IC.
- Divide companies into **Groups** (functional) reporting to a “**Group Supervisor**”.

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- Divide companies into **Divisions** (geographical) reporting to a “**Division Supervisor**”.
- A combination of **Groups** and **Divisions** may be utilized based upon the unique requirements of the incident.

Sections:

The IC may expand the ICS Command structure to include any or all of the following four (4) Sections to maintain an effective span of control and manage incident objectives:

Operations Sections:

This is the most common organization level/section to be developed at an emergency incident.

The Operations Sections should be implemented to maintain the IC’s span of control for complex incidents or incidents that may cover a large geographical area.

Operations Section Chiefs Responsibilities:

- Assigned to assist the IC in the development of strategic goal and tactical objectives.
- Responsible for the management of all tactical operations at the incident.
- Supervises the Branches, Group, Divisions, and/ or Resources in the Operation Sections.
- Keep the IC informed of situation and resource status with Operation Sections.
- Request or release resources through the IC.
- Supervise the Staging Officer.

Finance Section:

The IC should establish the Finance Section when a large amount of equipment and / or resources will be required throughout an incident.

Various units within the Finance Section can be established to track personnel, time, and claims and to procure equipment or resources.

Finance Sections Chiefs Responsibilities:

- Assigned by and reports to the IC.
- Supervises the Units and /or resources in the Finance Section.

Logistics Section:

The IC should establish the Logistics Section when the incident will require the help of various support and service units to assist other personnel, Groups and / or Divisions during the incident.

The structure of the Logistics Section should include:

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Service Branch

- Medical Unit
- Food Unit
- Communications Unit

Support Branch

- Supply Unit
- Facilities Unit
- Ground Support Unit

Logistics Section Chief Responsibilities

- Assigned by and reports to the IC
- Supervises the Branches, Units, and / or resources in the Logistics Section.

Planning Section:

The IC should establish the Planning Section for large and / or complex incidents to assist with planning and documentation.

Planning Section Chiefs Responsibilities

- Assigned by and reports to the IC
- Assist with development and maintenance of the Incident Action Plan (IAP)
- Supervises the Units and / or Resources in the Planning Section

Branches:

Branches are an organizational level that may be inserted between IC or the Operations Section and Divisions / Groups depending upon the complexity of the incident.

Branches may be formed if the Operations Section Chief is responsible for multiple incidents and / or locations within a larger incident, or if there are more than five (5) group / divisions are reporting the Operations Section Chief.

Branch Director Responsibilities

- Selected by and reporting to the Operations Section Chief or the IC
- Supervises functional Groups / Divisions within the assigned Branch

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Groups:

Groups are developed when multiple companies are operating as functional units to accomplish incident objectives. Groups are responsible for a specific task.

Group Supervisor Responsibilities

- The IC should establish a Group Supervisor when more than two (2) companies are assigned to the same function.
- Accountable for performing his / her own size-up and developing an action plan to accomplish the goals set by the IC.
- Request resources from the Branch Director, Operations Section Chief, or IC.

Group Assignments

- The radio designation for Group assignment will be consistent with their primary objective.
- Groups may be formed for short periods of time until the particular task / assignment is completed and then may be reassigned.
- Examples: Search Group, Vent Group, Fire Attack Group.

Divisions:

Divisions are established when multiple companies are operating in a defined geographic location to accomplish incident objectives.

Division Supervisor Responsibilities

- The IC should establish a Division Supervisor when an incident grows to a point more than one functional assignment is assigned to the same geographic location.
- Accountable for performing his / her own size-up and developing an action plan to accomplish the goals set by the IC.
- Request resources from the Branch Director, Operations Section Chief, or IC

Division Assignments

- The radio designation for Division assignment will be consistent with their primary location.
- Divisions may be formed for short periods of time until the particular task / assignment is completed and then may be reassigned.
- A Division will be organized and defined differently if it is operating at an Exterior or Interior location.

Exterior Divisions:

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The Exterior Sides of the structure become Divisions as soon as they are staffed with more than one resource.

The Division name will refer to the sides of the building / incident / area.

- **Division “A”** (alpha) – This will be the term used in radio traffic to designate the geographic front of the incident as determined by the location of Command Post.
- Division “A” may or may not be located by the street address or the front of the building. If Command is located in the rear of the structure, than this becomes Division “A”
- This will be reference point from which all other exterior designations are based.
- **Division “B”** (bravo) – This will be the radio designation for the rear of an exterior area (side) of an incident in relation to Division “A”.
- **Division “C”** (Charlie) – This will be the radio designation for the rear of exterior area (side) of an incident in relation to Division “A”.
- **Division “D”** (delta) – This will be the radio designation for the right exterior area (side) of an incident in relation to Division “A”.

Divisions and Groups are equal in ICS and report to the Branch Director if needed, the Operations Section Chief, and then the IC.

Single Resources / Company-Level Assignments:

Many smaller incidents allow for single resources to operate independently and remain within the IC’s span of control.

Single companies / resources operating independently typically report to the Operations Chief or directly to the IC.

Single Resources / Company Assignments

When one unit is assigned to one task, the IC should use that unit’s designation in radio traffic. (i.e. Cumberland Road Command)

Companies or single-resources may be assigned to other tasks / supervisors upon completion of their assigned tasks.