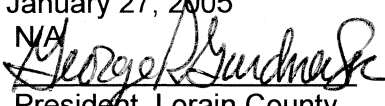


LORAIN COUNTY FIRE DEPARTMENT

Standard Operating Guidelines

Command Procedures Expanding the ICS Organization	SOG: 005 Effective Date: January 27, 2005 Supersedes: N/A Approved:  President, Lorain County Fire Chiefs Association Page 1 of 19
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1.0 PURPOSE

- 1.1 As a small incident escalates into a major incident, additional organizational support will be required. The Incident Commander can become quickly overwhelmed and overloaded with information management, assigning companies, filling out and updating the tactical worksheets, planning, forecasting, requesting additional resources, talking on the radio, and fulfilling all the other functions of Command. The immediate need of the Incident Commander is support. As additional ranking officers arrive on the scene, the Command organization may be expanded through the involvement of Officers and staff personnel to fill Command and General Staff Positions.

2.0 DIVISIONS AFFECTED

- 2.1 All Fire Department personnel.

3.0 RESPONSIBILITY

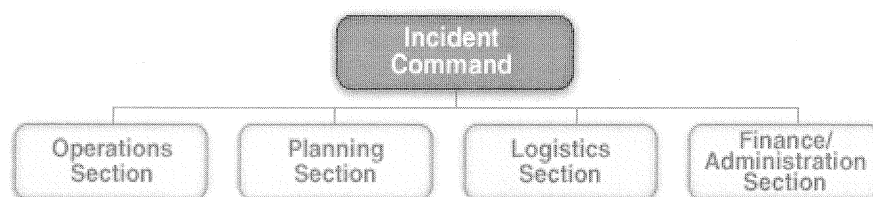
- 3.1 All Officers are responsible to comply with and ensure that personnel under their command are adequately trained, fully understand, and comply with this guideline.
- 3.2 All officers and firefighters have the responsibility to learn and follow this guideline.
- 3.3 The Incident Commander is responsible for expansion of the organization. The decision to expand the organization should be based on the size and scope of the incident. Until such time as a section or unit is activated, all functions associated with that section or unit remain the responsibility of the Incident Commander.

4.0 GENERAL REQUIREMENTS

- 4.1 Section and Unit level positions within the Incident Management System will be activated only when the corresponding functions are required by the incident.
- 4.2 Until such time as a Section or Unit is activated, all functions associated with that Section or Unit will remain the responsibility of the Incident Commander or the appropriate Section Chief. It is recommended that two or more units not be

combined into a single unit. However, an individual may be assigned responsibility for managing more than one unit. This method of organization allows for easy expansion and demobilization of the system.

- 4.3 The Command structure defines the lines of authority, but it is not intended that the transfer of information within the Incident Management System be restricted to the Chain of Command. An individual will receive orders from a superior, but may give information to any position in a different part of the organization within the guidelines specified in the operational procedures for each position.
- 4.4 The majority of positions within the Incident Management System will not be activated until the initial response is determined to be insufficient to handle the situation. When this occurs, qualified personnel are requested through normal dispatching or mutual aid procedures to fill the positions determined to be required for the type of incident in progress. If it is later determined that a specific position is not needed, the request can be canceled.
- 4.5 The transition from the initial response to a major incident organization will be evolutionary and positions will be filled as the corresponding tasks are required.
- 4.6 During the initial phases of the incident, the Incident Commander normally carries out these four section functions:
These comprise the General Command Staff within a fully expanded incident organizational structure.



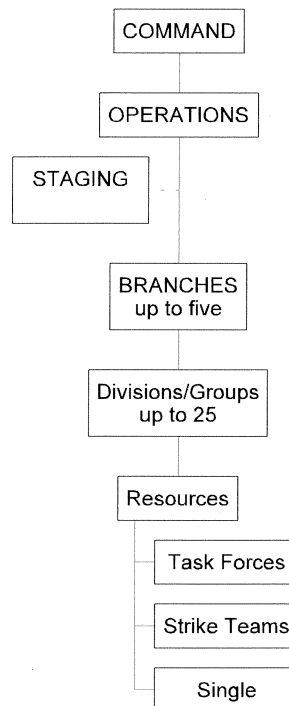
5.0 EXPANDING THE ORGANIZATION – OPERATIONS SECTION

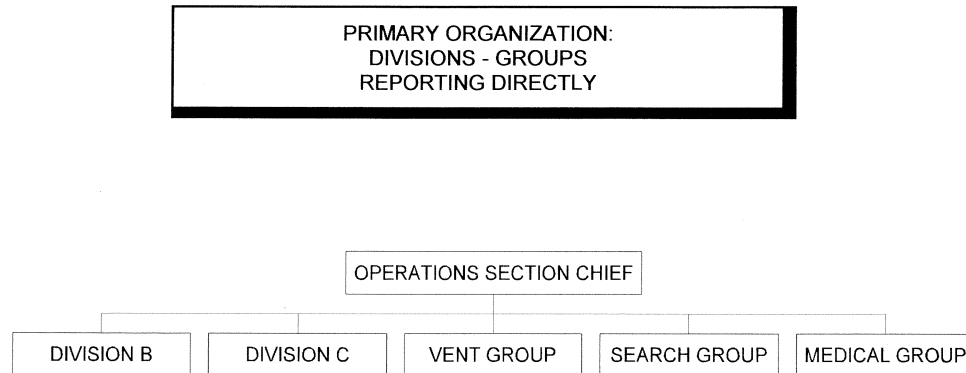
- 5.1 Section level positions can be implemented at any time, based on the needs of the incident. One of the first sections typically implemented is the Operations Section

5.2 OPERATIONS Section

- A. The **Operations Section** is responsible for the direct management of all incident tactical activities, the tactical priorities, and the safety and welfare of the personnel working in the Operations Section. The Operations Section Chief uses the appropriate radio channel to communicate strategic and specific objectives to the Branches, Divisions, or Groups.

- B. The Operations Section is most often implemented (staffed) as a span-of-control mechanism. When the number of Branches, Divisions, or Groups exceeds the capability of the Incident Commander to effectively manage, the Incident Commander may staff the Operations Section to reduce their span-of-control and thus transfer direct management to all tactical activities to the Operations Section Chief. The Incident Commander is then able to focus their attention on management of the entire incident rather than concentrating on tactical activities.





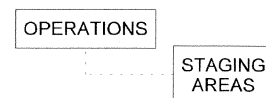
C. Roles and Responsibilities:

- Manage incident tactical activities.
- Coordinate activities with the Incident Commander.
- Implement the Incident Action Plan.
- Assign resources to tactical level areas based on tactical objectives and priorities.
- Build an effective organizational structure through the use of Branches, Divisions, or Groups.
- Provide tactical objectives for Divisions and Groups.
- Control Staging and Air Operations.
- Manage Operation Section activities.
- Provide for life safety.
- Determine needs and request additional resources.
- Provide progress reports to Command.
- Consult with and inform other Sections and the Incident Command Staff as needed.

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

5.3 Staging Areas

- A. Staging Areas are locations designated within the incident area which are used to temporarily locate resources which are available for assignment.
- B. The incident scene can quickly become congested with emergency equipment if this



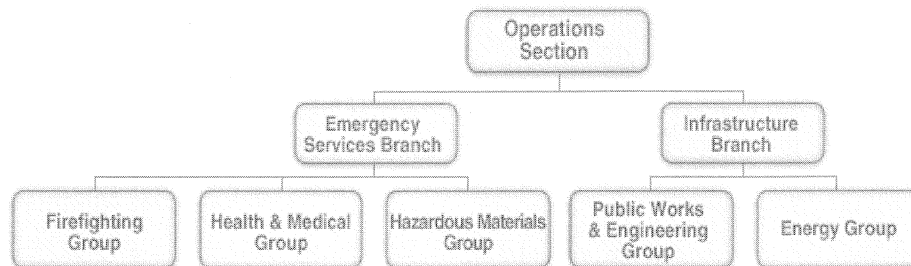
equipment isn't managed effectively. For major or complex operations, the Incident Commander should establish a central Staging Area early and place an officer in charge of Staging. A radio designation "Staging" should be utilized.

- C. In this expanded organizational structure, Staging reports to the Operations Section Chief. The Operations Section Chief may establish, move and discontinue the use of Staging Areas. All resources within the designated Staging Areas are under the direct control of the Operations Section Chief and should be immediately available. Staging will request logistical support (e.g., food, fuel, sanitation) from the Logistics Section.

6.0 EXPANDING THE ORGANIZATION – BRANCHES

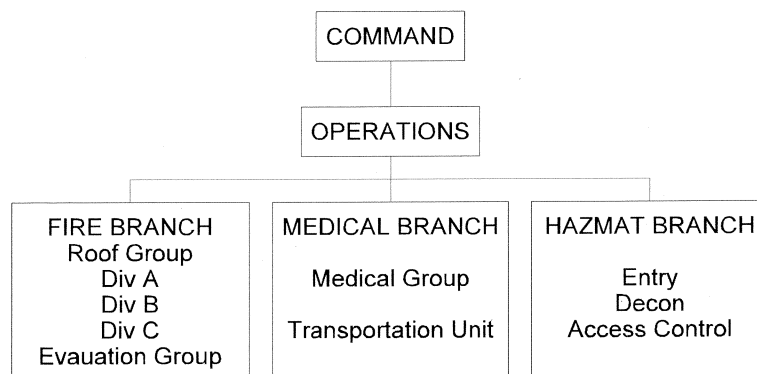
- 6.1 Divisions or Groups identify tactical level assignments in the Command Structure. As the span-of-control begins to be excessive, the incident becomes more complex, or has two or more distinctly different operations (i.e., Fire, Medical, Evacuation, etc.), the organization can be further sub-divided into Branches.
- 6.2 Branches may be established on an incident to serve several purposes. However, they are not always essential to the organization of the Operations Section.
- 6.3 In general, branches may be established for the following reasons:
- Span of Control issues
 - Geographical or functional needs
 - Multi-discipline incidents
 - Multi-Jurisdictional incidents

The Incident Commander or Operations Section Chief should designate a Multi-Branch structure, and may allocate the Divisions or Groups within those branches. In the following example the Operations Section Chief has three Groups reporting with two additional Groups being added. At this point, a two-Branch organization should be formed:



- 6.4 Branches should operate in their area of responsibility on separate radio channels and communicate to Operations on a different channel if possible. The radio designation of Branches should reflect the objective of the Branch, when designating functional branches, (i.e., HazMat Branch, Multi-Casualty Branch, etc.). Tactical Branches are designated numerically (i.e., Branch I, Branch II, Branch III, etc.). When Operations implements Branch Directors, the Division and Group Supervisors should be notified of their new supervisor. This information should include:

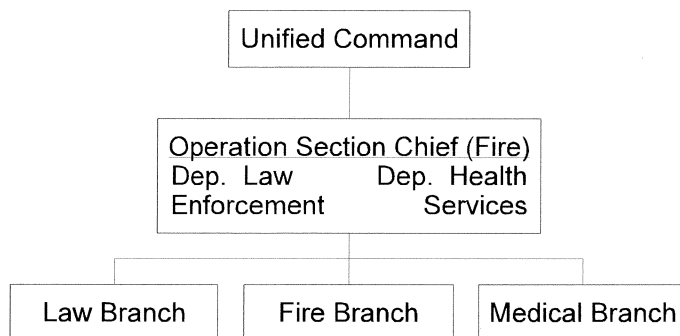
1. What Branch the Division or Group is now assigned to.
2. The radio channel the Branch is operating on.



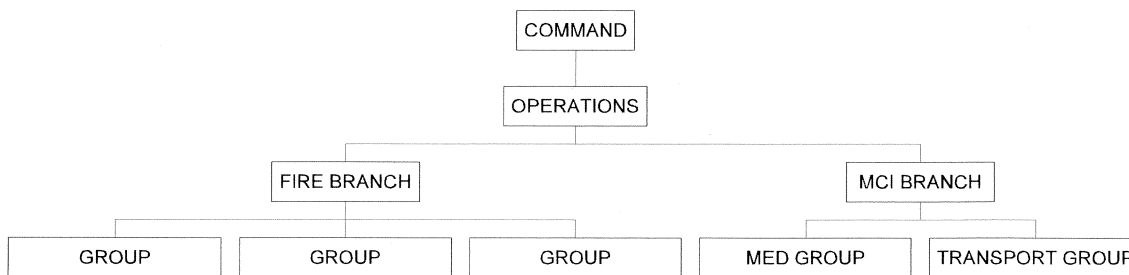
Radio Communications should then be directed from the Division or Group Supervisor to the Branches – instead of Operations. Supervisors will relay this information to the Companies working in their tactical operating area.

- 6.5 Depending on the situation, Branches may be located at the Command Post or at operational locations. When located at the Command Post, Branches can communicate on a face-to-face basis with the Operations Section Chief and/or Incident Commander. When an incident encompasses a large geographic area, it may be more effective to have Branches in tactical locations. When Branches are sent to tactical positions, they should immediately implement Command and control procedures within their Branch. In these situations Operations must assign someone to monitor a "Command Channel".
- 6.6 Branches are not limited to Operations. Any of the Section Chiefs may recommend the implementation of Branches within their sections with approval of the Incident Commander.
- 6.7 Functional Branch Structure

When the nature of the incident calls for a functional Branch structure; i.e., a major aircraft crash within a jurisdiction, three departments within the jurisdiction (fire, medical, and infrastructure services), each has a functional Branch operating under the direction of a single Operations Section Chief. In this example, the Operations Section Chief is from the fire department with deputies from hazmat and medical services departments. Other alignments could be made depending upon the jurisdiction plan and type of emergency. Note that Incident Command in this situation could be either Single or Unified Command depending upon the jurisdiction.



- 6.8 When the incident is multi-jurisdictional, resources are best managed under the agencies which have normal control over those resources.
- 6.9 Branches should be used at incidents where the span-of-control with Divisions or Groups is maximized, incidents involving two or more distinctly different major management components (i.e., a large fire with a major evacuation, a large fire with a large number of patients). The Incident Commander may elect to assign Branches to forward positions to manage and coordinate activities.



- 6.10 When the incident requires the use of aircraft, such as for the transportation of victims from a multi-casualty incident, the Operations Section Chief should establish the Air Operations branch.

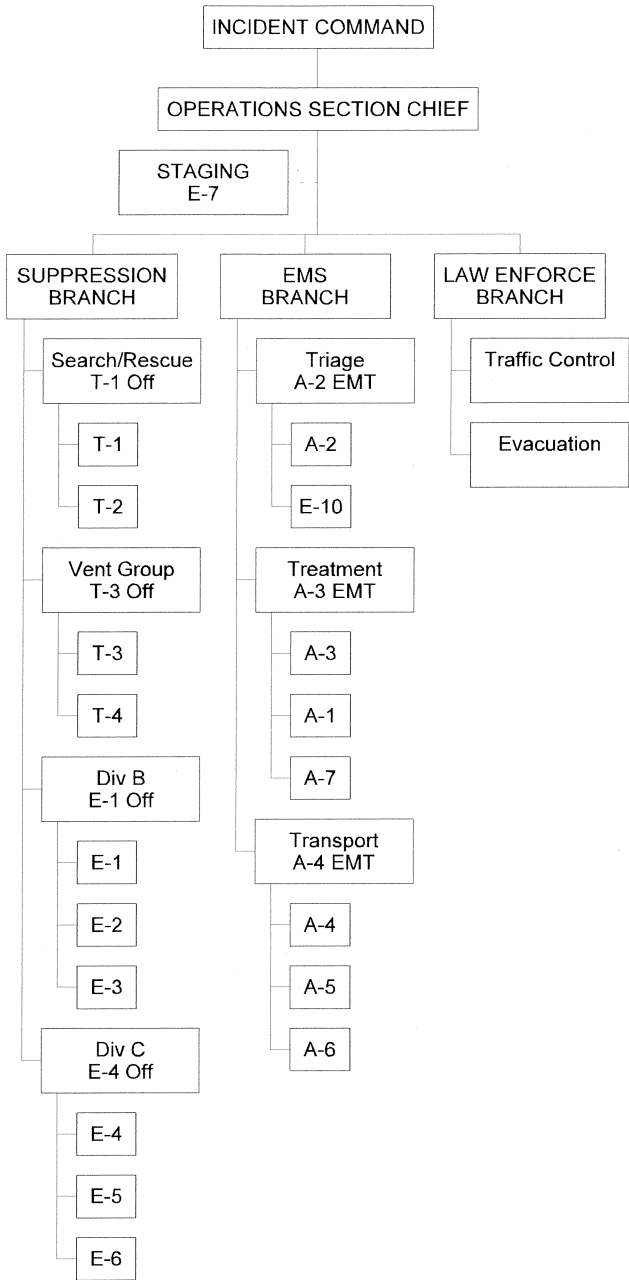
OPERATIONS

AIR OPS
BRANCH

7.0 Expanding the Incident Command Organization

- 7.1 As the organization expands to deal with a major incident, the Incident Commander will need additional Command Post support. The Operations Section Chief is one of the first to be implemented.
- 7.2 The following organizational charts are examples of how the Incident Management System can expand to fit the size and complexity of various types of incidents.

COMMAND PROCEDURES
EXPANDING THE ORGANIZATION
STRUCTURE FIRE



8.0 **ORGANIZATIONAL HIERARCHY**

8.1 The IMS organizational structure develops in a modular fashion based upon the kind and size of an incident. The organization's staff builds from the top down with responsibility and performance placed initially with the Incident Commander. As the need exists, four separate Sections can be developed, each with several Units which may be established. The specific organizational structure established for any given incident will be based upon the management needs of the incident. If one individual can simultaneously manage all major functional areas, no further organization is required. If one or more of the areas requires independent management, an individual is named to be responsible for that area.

8.2 For ease of reference and understanding, personnel assigned to manage at each level of the organization will carry a distinctive organizational title.

- COMMAND
- OFFICER
- SECTION CHIEFS
- DIRECTOR
- SUPERVISOR
- UNIT LEADER
- MANAGERS
- SINGLE RESOURCES

COMMAND: Refers to the Incident Commander.

OFFICER: Title that refers to a member of the Command Staff (Information Officer, Safety Officer, Liaison Officer).

SECTION CHIEFS: Title that refers to a member of the General Staff (Planning Section Chief, Operations Section Chief, Finance/Administration Section Chief, Logistics Section Chief).

DIRECTORS: Title that refers to the positions of Branch Director, which is in the Operations Section, or Logistics Section between the Sectors, and the Operations Section Chiefs (Branch Directors, Air Operations Branch Director, Service Branch Director).

SUPERVISORS: Title that refers to the positions of Division or Group Supervisor, which is in the Operations Section and lies between the Branch Director, the Company Officer, or Strike Team/Task Force Leader.

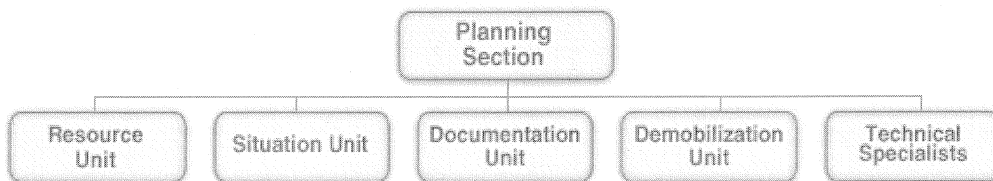
LEADER: Title that refers to a position with supervision and management responsibility of either a group of resources or a unit, such as Ground Support, Medical, Supply, etc.

MANAGERS: Title that refers to the lowest level of supervision within the Logistics Section: Equipment Manager, Base Manager, Camp Manager. The only exception to this is the Staging Area Manager who reports directly to the Operations Section Chief.

SINGLE RESOURCES: Engine company, truck company, with a company officer and crew.

8.3 Planning Section

- A. 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 the Incident Commander's "clearing house" for information. This allows the Incident Commander's staff to provide information instead of having to deal with dozens of information sources. Critical information should be immediately forwarded to Command (or whoever needs it). Information should also be used to make long range plans. The Planning Section Chief's goal is to plan ahead of current events and to identify the need for resources before they are needed.

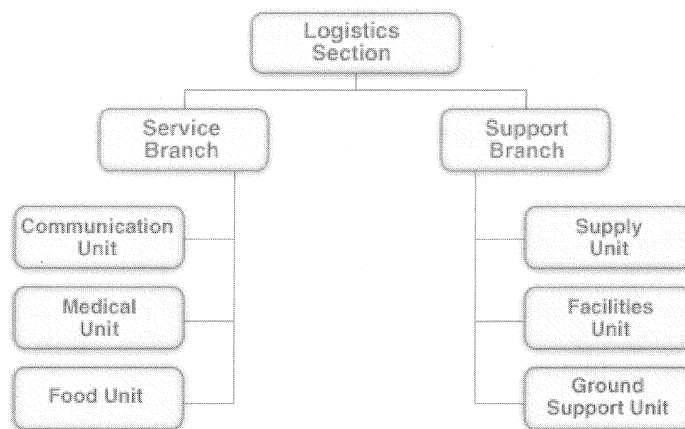


B. **Roles and Responsibilities:**

- Evaluate current strategy and plan with the Incident Commander
- Maintain resource status.
- Refine and recommend any needed changes to plan with Operations input.
- Evaluate incident organization and span-of-control.
- Forecast possible outcome(s).
- Evaluate future resource requirements.
- Utilize technical assistance as needed.
- Evaluate tactical priorities, specific critical factors, and safety.
- Gather, update, improve, and manage situation status with a standard systematic approach.
- Coordinates with any needed outside agencies for planning needs.
- Plan for incident demobilization.
- Maintain incident records.

8.4 Logistics Section

- A. The **Logistics Section** is the support mechanism for the organization. Logistics provides services and support systems to all the organizational components involved in the incident including facilities, transportation, supplies, equipment maintenance, fueling, feeding, communications, and medical services, including Responder Rehab.



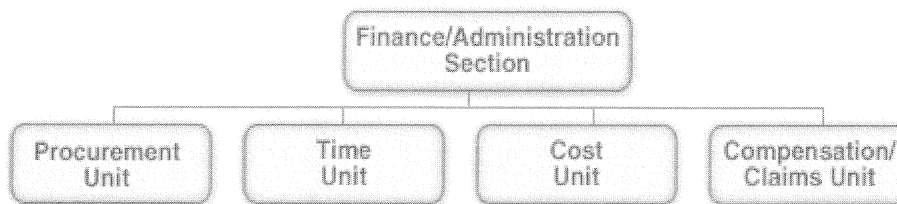
B. **Roles and Responsibilities:**

- Provide for medical aid for incident personnel and manage responder rehabilitation.
- Manage personnel accountability within the hazard zone.
- Manage staging.
- Provide and manage any needed supplies or equipment.
- Forecast and obtain future resource needs (coordinate with the Planning Section).
- Provide for communications plan and any needed communications equipment.
- Provide fuel and needed repairs for equipment.
- Obtain specialized equipment or expertise per Command.
- Provide food and associated supplies.
- Coordinate immediate critical incident stress debriefing function.
- Secure any needed fixed or portable facilities.
- Provide any other logistical needs as requested by Command.
- Supervise assigned personnel.

8.5 Finance/Administration Section

- A. The **Finance/Administration Section** is established on incidents when the agency(ies) who are involved have a specific need for financial services. Not all agencies will require the establishment of a separate Finance/Administration Section. In some cases where only one specific

function is required; e.g., cost analysis, that position could be established as a Technical Specialist in the Planning Section.



B. Roles and Responsibilities:

- Procurement of services and/or supplies from sources within and outside the Fire Department or City as requested by Command (coordinates with Logistics).
- Documenting all financial costs of the incident.
- Documenting for possible cost recovery for services and/or supplies.
- Analyzing and managing legal risk for incidents (i.e., hazardous materials clean up).
- Document for compensation and claims for injury.

C. The Finance/Administration Section is responsible for obtaining any and all needed incident documentation for potential cost recovery efforts.

9.0 The Incident Commander — Role and Responsibilities after activation of an Operations Section Chief.

- 9.1** Once the Operations Section is in place and functioning, the Incident Commander's focus should be on the strategic issues, overall strategic planning and other components of the incident. This focus is to look at the "big picture" and the impact of the incident from a broad perspective. The Incident Commander should provide direction, advice, and guidance to the Command and General Staff in directing the tactical aspects of the incident.

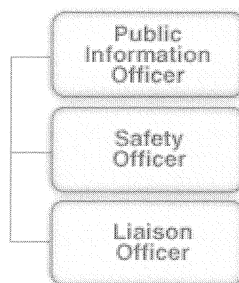
INCIDENT COMMAND STAFF

9.2 Roles and Responsibilities:

- Review and evaluate the plan, and initiate any needed changes.
- Provide on-going review of the overall incident (THE BIG PICTURE).
- Select priorities.
- Provide direction to the Command and General Staff Officer.
- Review the organizational structure, initiate change or expansion to meet incident needs.
- Stage Command and General Staff functions as necessary.
- Establish liaison with other internal agencies and officials, outside agencies, property owners and/or tenants.

10.0 **Command Staff**

- 10.1 Command staff positions are established to assume responsibility for key activities which are not a part of the line organization. Three specific staff positions are identified:



Additional positions might be required, depending upon the nature and location of the incident, or requirements established by Incident Command.

10.2 **Information Officer**

The Information Officer's function is to develop accurate and complete information regarding incident cause, size, current situation, resources committed, and other matters of general interest. The Information Officer will normally be the point of contact for the media and other governmental agencies which desire information directly from the incident. In either a Single or Unified Command structure, only one Information Officer would be designated. Assistants may be assigned from other agencies or departments involved.

10.3 **Safety Officer**

The Safety Officer's function at the incident is to assess hazardous and unsafe situations and develop measures for assuring personnel safety. The Safety Officer has emergency authority to stop and/or prevent unsafe acts. In a Unified Command structure, a single Safety Officer would be designated. Assistants may be required and may be assigned from other agencies or departments making up the Unified Command including the need for Responder Rehabilitation assessment.

10.4 **Liaison Officer**

The Liaison Officer's function is to be a point of contact for representatives from other agencies. In a Single Command structure, the representatives from assisting agencies would coordinate through the Liaison Officer. Under a Unified Command structure, representatives from agencies not involved in the Unified Command would coordinate through the Liaison Officer. Agency representatives assigned to an incident should have authority to speak on all matters for their agency.

OPERATIONS SECTION

_____ Obtain identification vest and clipboard.

- Operations reports to: COMMAND
- Radio designation: OPERATIONS

_____ Establish and maintain radio contact with:

_____	COMMAND	_____	_____	frequency/channel
_____	STAGING	_____	_____	frequency/channel
_____	_____	_____	_____	frequency/channel
_____	_____	_____	_____	frequency/channel
_____	_____	_____	_____	frequency/channel
_____	_____	_____	_____	frequency/channel

_____ Manage incident activities.

_____ Coordinate activities with the Incident Commander.

_____ Implement the Incident Action Plan.

_____ Assign units to Divisions/Groups/Branches based on tactical objectives and priorities.

_____ Build an effective organizational structure through the use of Branches, Divisions, and Groups.

_____ Provide tactical objectives to Branches, Divisions, or Groups.

_____ Control Staging and Air Operations.

_____ Manage Operations Section activities.

_____ Provide for life safety.

_____ Determine needs and request additional resources through Command.

_____ Provide progress reports to Command.

_____ Consult with and inform other Sections and the Incident Command Staff as needed.

PLANNING SECTION

_____ Obtain identification vest, clipboard, and any orders from Incident Command.

- ▶ Planning reports to: COMMAND
- ▶ Radio designation: PLANNING

_____ Establish and maintain radio contact with:

_____ COMMAND _____ frequency/channel
_____ LOGISTICS _____ frequency/channel

_____ Evaluate current strategy and plan with the Incident Commander.

_____ Maintain resource status.

_____ Refine and recommend any needed changes to plan (with Operations input).

_____ Evaluate incident organization and span of control.

_____ Forecast possible outcome(s).

_____ Evaluate future resource requirements.

_____ Utilize technical assistance as needed.

_____ Evaluate tactical priorities, specific critical factors, and safety.

_____ Gather, update, improve, and manage information with a standard systematic approach.

_____ Liaison with any needed outside agencies for planning needs.

_____ Plan for incident demobilization.

_____ Maintain incident records.

LOGISTICS SECTION

_____ Obtain identification vest, clipboard, and any orders from Incident Command.

- Logistics reports to: COMMAND
- Radio designation: LOGISTICS

_____ Establish and maintain radio contact with:

_____	COMMAND	_____	_____	frequency/channel
_____	REHAB	_____	_____	frequency/channel
_____	STAGING	_____	_____	frequency/channel
_____	PERSONNEL	_____	_____	frequency/channel
_____	PLANNING	_____	_____	frequency/channel

_____ Provide for medical aid for incident personnel and manage responder REHAB.

_____ Manage personnel accountability within the hazard zone.

_____ Manage STAGING.

_____ Provide and manage any needed supplies or equipment.

_____ Forecast and obtain future resource needs (coordinate with the Planning Section).

_____ Provide for communications plan and any needed communications equipment.

_____ Provide fuel and needed repairs for equipment.

_____ Obtain specialized equipment or expertise per Command.

_____ Provide food and associated supplies.

_____ Secure any needed fixed or portable facilities.

_____ Coordinate immediate critical incident stress debriefing.

_____ Provide any other logistical needs as requested by Command.

_____ Supervise assigned personnel.

FINANCE/ADMINISTRATION SECTION

_____ Obtain identification vest, clipboard, and any orders from Incident Command.

- Finance/Administration reports to: COMMAND
- Radio designation: FINANCE

_____ Establish and maintain radio contact with:

_____ COMMAND _____ frequency/channel

_____ Procure services and/or supplies from sources within and outside the Fire Department or City as requested by Command (coordinates with Logistics).

_____ Document all financial costs of the incident.

_____ Document for possible cost recovery for services and/or supplies.

_____ Analyze and manage legal risk for incidents such as a hazardous materials cleanup.

_____ Document for compensation and claims for injury.

_____ The Administration Section is responsible for obtaining any and all needed incident documentation for potential cost recovery efforts, or litigation, including criminal charges.