

**Coldspring Excelsior Fire and Rescue**  
**Standard Operating Policies**  
**6565 County Road 612 NE**  
**Kalkaska, MI 49646**

**Section 4.13**

**INCIDENT COMMAND MANAGEMENT**

The purpose of an Incident Command Management System (ICMS) is to provide structure and coordination to manage emergency incident operations in order to provide for the safety and health of fire protection members and other persons involved in those activities. This standard is intended to meet the requirements of 6-1.2 of NFPA 1500, Standards on Fire Department Occupational Safety and Health Program, and OSHA, 29 CFR 1910.120(q)(3).

1. Glossary of Terms

- a. Command - Term used to identify who is the Incident Commander officer while using the radio.
- b. Critical Incident Stress Debrief (CISD) - A form of relief and help offered by a specialized team consisting of professionals who have experienced similar stressful situations. The team could consist of medical, fire protection, law enforcement, or professional counselors.
- c. Entry Control Point (ECP) - A place or entrance that the IC Commander has set as the only entry point for emergency vehicles and manpower or any other sources needed at an incident scene. Main point of entry for all personnel and equipment.
- d. Imminent Hazard - An act or condition that is judged to present a danger to persons or property that so urgent and severe that it requires immediate corrective or preventive action.

- e. Incident - Any situation to which the fire department responds to deliver emergency services, including rescue, fire suppression for buildings or grass/trash fires, medical treatment (if required), and any other forms of hazard controls and mitigation as within the powers of this department.
- f. Incident Commander - A fire department member (The Fire Chief or any other person as need be) in overall command of any emergency incident within their area.
- g. Incident Command Post - An area were the Senior Fire Officer of that department has setup a command post with other personnel to monitor and coordinates were personnel and equipment are need and as a point of contact for all other emergency response activities who will or are needed at that incident.
- h. Incident Scene - The location where activities related to a specific incident are conducted. This shall include the entire area subject to the incident related hazards and all areas used by the fire department members and emergency equipment in proximity to the incident scene.
- i. Incident Termination - The conclusion of the emergency operations at the scene of the incident, usually the departure of the last unit on or from the scene.
- j. Intermediate Level of Supervision - A level of supervision within the incident management system that groups other fire departments and other resources, working together toward common objectives or in a particular area under the supervisor or commander responsible for that area.
- k. Liaison - The coordination of activities between the fire department and other city, county, state or federal agencies as need be for equipment and/or manpower.

- l. National Fire Protection Association (NFPA) - An organization that develops and provides guidance through consensus standards for fire protection requirements.
- m. Resources - Personnel and equipment that are utilized or available to be utilized at the scene of the incident or other areas as needed by the ICP commander.
- n. Staging - A specific function where resources are assembled in an area at or near the incident scene to await instructions or assignments to that area to work in.
- o. Standard Operating Procedure - An organizational directive that establishes a standard course of action.
- p. Supervisor - A fire protection member who was supervisory authority and responsibility over other fire members.
- q. Unified Command - A standard method to coordinate command of an incident when multiple agencies have jurisdiction.

## **2. Incident Management System (IMS) Structure**

- a. Implementation - The IMS will be used at all emergency incidents. This system shall also be applied to drills, exercises, and other situations that involve hazards similar to those encountered at actual emergency incidents and simulated incidents that are conducted for training and familiarizing purposes. The system shall be designed to meet the particular characteristics of the Fire Department based on size, complexity, and operating environment.
- b. Interagency Coordination - The success of the IMS is based on the cooperative efforts of various emergency response organizations and respective support agencies (local, county, state and private).

### **3. Inside District Incidents**

- a. When any incident is inside the fire district, it is the responsibility of the management to assume the total command of the situation. The first Senior officer on scene will assume command, but as the situation evolves, command will then transfer to the next Senior Fire Officer (SFO) of the department who will assume command of the scene. He will also then perform the duties as the Fire Operations Officer and will also continue to manage the assigned resources through the IMS as needed.
- b. The senior department officer will also take into account the situations that cross into other fire districts jurisdictions. When this occurs, a unified command will or should be established with appropriate authorities to address jurisdictional concerns.

### **4. Outside District Incidents**

- a. Mutual Aid Request - This fire department will assist any other department outside of its own district if it is called for mutual aid. The first Senior Officer on scene will report to their Senior Officer until released by the Senior Fire Officer of this department or a designated representative. Once assigned, all assets will work with that agency's IMS until released.
- b. Other Department Involvement - This fire department will assist any local city, county, state or federal departments if it is called upon for mutual aid. The first Senior Officer on scene will report to their Senior Officer until released by the Senior Fire Officer of this department or a designated representative. Once assigned, all assets will work with that agency's IMS until released by the Command Post.
- c. Command Structure - The IMS will provide a series of supervisory levels that are available for implementation to create a command

structure. The particular levels to be used in each situation shall depend on the nature of the incident, and the scale and complexity of the fire protection activities at the scene.

- d. The structure shall be modular to allow for growth or reduction as the incident dictates. The system shall provide for a routine process of escalation as additional resources are utilized.
- e. The Incident Commander, henceforth known as "Command", will determine the levels and elements of the IMS to be implemented. The command will ensure an effective supervisory span of control, 3 to 7 resources with ideal being 5 resources, for each level of the structure.
- f. The standardized supervisory assignments with defined roles, authority, and responsibilities will be outlined under item, "Roles and Responsibilities".
- g. Command shall have the authority to modify standard assignments or to apply them in a manner that suits the particular incident needs. It shall be the responsibility of Command to clearly identify assignment parameters when deviating from standard assignments.
- h. Training and Qualifications - All members who could be involved in any emergency operation shall be trained in IMS. The Fire Chief, Deputy Fire Chief, and the Training Officer, will ensure that all personnel are trained in the many different categories that a fire fighter should be trained in and perform all the required training needed in the associated programs. All training will be documented for each fire fighter and maintained to keep track of the many types of training that they receive.
- i. The following is a break down of the different training areas for all fire fighters to work at.
- j. All firefighters will be trained on the information contained in this SOP. They will be expected to know parts of NFPA 1500 and NFPA 1561

that establishes the requirements for fire protection to function under the IMS.

- k. All personnel will be trained to understand the Incident Command System (ICS) or attend a course for better understanding.
  - l. In addition to all items above, All personnel shall work to successfully complete or be scheduled to complete an emergency first aid, first responder, and CPR courses.
  - m. All personnel will be trained to perform in any incident supervisor position or as a Safety Officer as required by the type of emergency that comes up.
- ### 3. IMS Components

#### 5. Incident Commander –

- a. The IMS shall be clearly identify who is in overall command at the scene throughout incident duration. The system shall provide for the assignment of "incident Commander (known as Command) to be transferred one or more times during the course of an incident. When specific jurisdictional concerns are present, a "Unified Command" will be established where two or more individuals can work together to command the incident. The first arriving officer, Assistant Chief or ranking crew chief of the first fire truck on scene, will take command of the incident. Proper communications protocol of IMS terms will be used on all emergencies.
- b. When the next ranking officer comes on scene, they will receive a briefing and status of the incident from the officer in charge before transferring the command to them.
- c. Incidents that require more personnel and equipment from other departments will require the activation of the ICS control center with all needed personnel being assigned to the many different areas as required. The designation of the primary commander will be On

Scene Commander (OSC) who will take the appropriate action needed to run the control center.

6. Command Staff - This staff works directly for the Commander. Three positions fall within this scope of actively and shall operate with the delegation authority to issue orders and/or instructions in the name of the Incident Commander.
  - a. **Safety Officer** - This as a critical position and will be assigned at each emergency situation. This individual must have full working knowledge and technical expertise of emergency operations, and be certified to perform this function. The Safety Officer has the authority to stop any operation that violates standard operating procedures or one that presents an immediately dangerous situation. This individual could issue orders that cause a change in tactics and strategy. Should these situations occur, this individual will report the actions to the Commander.
  - b. **Liaison Officer** - This individual will be responsible for coordinating the activities associated with the Mutual Aid or Special resources. This individual can be tasked to monitor communications and/or assist with SFO Action Checklist items for Command. The Liaison Officer position may not be necessary on every emergency incident. The Deputy Fire Chief or Operations Chief will fill this position when the Fire Chief dictates one may be needed and will keep the Fire Chief or Incident Commander informed of significant occurrences as need be.

- c. Public Information Officer (PIO) - This function can be initially managed by the SFO, unless there is an escalation of that incident that warrants the appointment of a person to fill this function as needed to inform the public if there is going to be an impact on people or property that could become part of the incident.
  
- d. Planning Functions –
  - i. This function shall provide a standard approach for the collection, evaluation, dissemination, and use of incident information. The system shall account for the organizational status reports, pre-fire plans, reference information, maps, diagrams, and other pertinent information.
  - ii. Initially, this function will fall under the responsibility of the first SFO in command. When the Fire Chief of that department arrives on scene, the initial SFO will then be used in this position to perform both Planning and Liaison Officer duties.
  - iii. This function will use the appropriate SFO action checklist with attached charts to track the situation. When available, any facility pre-fire plans for any business that are within the fire district will be used to determine structural concerns and hazards. Any terrain or county grid maps will be used to plot grid coordinates for the incident site, cordon requirements, and the site for the Command Post location.
  - iv. Initially on structural fire incidents, the Assistant Chief of that department will work in this capacity to brief the Incident Commander. This function could expand to other representatives should the situation escalate.

- e. Logistics Functions - This function all be handled by a member or members of that department or from other departments or sources as selected by the SFO on scene for each type of situation. This function will work to provide and keep track of all requested types of equipment, services, materials and other incident support resources, as needed for that type of emergency situation. Any personnel assigned to these functions shall keep the Incident Commander informed through regular reports on the amounts, condition and location of all available resources.
  - f. Operations Functions - This function shall refer to all tactical components directly involved in the rescue, fire suppression and any other activities within the scope of the fire department.
7. All HAZMAT situations within the department's district and within the county will require more than a single fire officer. There should be at least a representative from that department, one from the next responding department and representatives from the County Sheriff's office, State Police, State and Local Environmental personnel. They should all be assigned to assist with the technical advice in outlining the best action plan on the type of situation, availability of resources, deployment of resources, situation on status reports and any other pertinent information on the situation.
8. The Incident Commander shall assign section commanders for each level of the organized resources based on the scale and strategic of the operations. All commanders will support an overall strategic plan directed by the Incident Commander or ICS team and work toward the accomplishment of tactical objectives.

9. Each commander will be responsible for directing the resource activities that are under their span of control. They will coordinate all actions with the ICS team and with other commanders at the scene to insure that all safety and health concerns of all fire department and other on scene members shall be primary consideration for all aspects of the situation.

10. Finance Functions - This function will be handled as part of the Logistics function to insure that the appropriate funds are available to provide the resources necessary provide any equipment, services, materials and other support resources as needed for the safe conduct and effective mitigation of an incident.

11. Communications - The overall objective for good communications is to be clear and concise during any incident management. Personnel will use plain "clear text" English to reduce any confusion from radio codes and multiple agency codes over the radio. All commanders and crews, from the ICS commander to drivers in the emergency vehicles, should not have to direct any fire crews, unless needed for safety purpose, on how to perform an objective over the radio.

a. Primary Dispatch - This channel will be used to communicate with Central Dispatch and other key personnel from other departments and agencies, as needed. The ICS command will designate who will remain on that net to communicate with Dispatch and other agencies during the emergency.

b. Fire Ground 1,2 and 3 - This channel will be used by ICS team members and any other department personnel needed to work tactical situations during the emergency

c. Tactical Net - This channel will be used by the departments and other agencies on structural fire, HAZMAT emergency, to a brush/grass fire

and other miscellaneous incidents. All personnel and vehicles will commit to this net while working to attack the emergency situation. Messages that need to flow between Command and Operations will be transmitted from Command to all task force personnel and back to Command with any messages that may occur during the series of events during the emergency.

12. Initial Assessment. The first arriving fire officer will provide a situation assessment. This assessment will contain the following information.

- a. Is there anything visible showing? (nothing / smoke / fire showing, visible plume, liquid flowing, type of vehicle(s) / container(s), etc,...).
- b. Any visible casualties ?
- c. Give the exact location of and type of emergency and any information on the area for all arriving emergency vehicle(s) ?

13. Emergency Hazard Notifications –

- a. Emergency radio message traffic and emergency withdrawal signals must be known by all on the incident ground. This notification process has priority when there is any indication of an imminently dangerous situation for personnel at the incident site.
- b. Emergency Radio Transmission - The term “EMERGENCY TRAFFIC” will be used to communicate that an imminent dangerous situation is present and certain personnel action is necessary. An example of this would be “This is Command, To All Personnel With EMERGENCY TRAFFIC” or “EMERGENCY TRAFFIC to Command”. When this happens, all other personnel on the net will cease radio communications for this message. The Command or personnel being called should acknowledge and then should state what the emergency is, whether there is a structural instability or potential for container failure, personnel are leaving the building or area or that all personnel

need to move immediately from that area for concern reasons or the type of emergency situation has changed or situation is rapidly changing and possible personnel could be in danger. "EMERGENCY TRAFFIC" will not be used to transmit routine radio communications, such as, "### ## ## ## ## ## ## ## ## ##, is moving to the south side of the building or section area".

c. Emergency Withdrawal Hand or Vehicle Signals.

- i. Imminently Hazardous Situation - The use of vehicle sirens, lights and horns will indicate the need of all personnel to leave the incident area.
- ii. This message will be sent to Command.

d. Vehicle Problems.

- i. The vehicle operator will use the horn and flash the headlights to indicate to the vehicle crew and any other vehicle or crews close to them that this vehicle is experiencing a problem and that this crew needs to leave the area.
- ii. This message should be sent as soon as possible to Command and if they can not raise Command, have another vehicle relay the message as soon as possible, as to ensure that there is no compromise to any personnel or incident safety.

14. Multiple Incidents.

- a. It may be necessary to distinguish which type of incident or incidents that may have happened.
- b. The first emergency vehicle or fire officer on scene should after the initial assessment of the emergency, state the type of incident or

incidents over the radio for all responding emergency vehicles what type of emergency they could possible of once they arrive on scene.

## 15. Staging.

### a. Basics

- i. This function is used to position resources for incident needs.
- ii. The three types of staging that should be used based on the incident needs are Level 1 Staging, Level 2 Staging, and Incident Base.
- iii. A Staging Officer is necessary for any Level 2 Staging and two or more Staging Officers maybe necessary if the emergency incident over comes the original staging requirements.
- iv. A Base Command Officer will be required of necessary for the Incident Base.
- v. All will be required to be responsible for resource accountability for each of their areas.

### b. Level 1 Staging

- i. This function will be used by any other initial arriving emergency vehicles to any structural or brush/grass fire incidents, that may not be needed at the time of arrival to the incident. All vehicles will take up attack positions by any source of water, as need be, and await assignment.

### c. Level 2 Staging

- i. This function has a broader use.
- ii. It is to be used when arriving at a HAZMAT situation and any other arriving emergency vehicles to any structural or brush/grass fire incidents, that may not be needed at the time

of arrival to the incident and resource actions are still pending initial assessment determinations.

- iii. It will also be used at large working incidents where more resources are necessary and ready for quick intervention capability within two minutes.
- iv. All vehicles will take up positions by any source of water, as need be, and await assignment.

d. Incident Base

- i. This area will be used for long term operations where resources need not be ready for rapid response within two minutes of the initial incident.
- ii. This is more of a support area in providing the necessary functions for personnel, vehicles and equipment to rest, overhaul, total rehabilitation and recovery of any minor injuries, if any.
- iii. An example of an incident base would be an aircraft crash site, a big structural fire or a very large, many day type brush/grass fire. The Incident Base would be away from the site or command post, as need be.

## 16. Roles and Responsibilities

a. Incident Commander.

- i. This individual shall be responsible for the overall coordination and direction of activities at the incident scene. This shall include total responsibility for the safety and health of all department members and for all other personnel operating within the Incident Management System (ICS).

b. Initial Assessment

- i. The first officer on scene will provide the first initial assessment

c. Command Assumption

- i. At the end of each assessment, the first officer on scene will be in command, until the SFO arrives on scene, where the first officer will turn over the command to the Senior Fire Officer .
- ii. Furthermore, when more than one incident is managed within the same jurisdictional authority, the incident name will be used to designate the command individual and the specific incident.
- iii. An example of a radio transmission should be “Central Dispatch or Dispatch or Fire Control (if talking to a Military Base Fire Control), this is (scene location) Command”

d. Vehicle and Personnel Assignments

- i. Command will make all assignments and provide direction as required for the incident circumstances.
- ii. These actions will provide appropriate management for the activities of all members and other resources at the incident scene.
- iii. Command will communicate the information as to the individuals assigned as the Safety Officer spot and any other command personnel be assigned.
- iv. Command will also communicate the need for additional command levels as the incident requires.

e. IMS Expansion / Reduction.

- i. The command structure shall be established to manage necessary functions such as determining incident strategy; summoning and assigning adequate resources; incident evaluation and strategy adjustments; communicating

directions; interpreting progress reports; and bringing the incident to a termination.

- ii. This structure must be able to adapt in size to changing incident demands and effective supervisory span of control.

f. Initial Span Of Control.

- i. The ICS Command will initially be responsible for all incident ground operations, medical support and work with the local county sheriff's office and state police on the cordon establishment around the incident.
- ii. Command will ensure that the Safety Officer position be established immediately by the IMS Commander.

#### 17. Command Personnel

- a. All Command personnel shall assume responsibility and authority for activities within their span of control.
- b. This responsibility includes the safety and health of all emergency members, medical personnel and all other authorized personnel within their designated areas.
- c. All Commanders will work toward all assigned objectives within the total strategy as defined by the IMS Command.
- d. Status reports will be provided to the ICS Command from all Commanders at least every 10 minutes.
- e. Those reports shall include any progress or lack of progress to meet all the assigned objectives and any type of deviation that was taken to meet the assignment and will validate all emergency personnel status when the appropriate amount of time has elapsed.
- f. All Commanders will be alert to recognize conditions and actions that create a possible hazard within their span of control.

- g. All Commanders shall have the authority and full responsibility to take immediate action to correct the imminent hazards.
- h. All Commanders will coordinate all their activities with the ICS Command and all with other personnel at the same level as them and provide directions to all emergency personnel within their span of control.
- i. When any conflicting orders are received at any level of the ICS, the personnel receiving the conflicting order shall inform the person giving the order that a conflict could or does exist.
- j. If the conflicting order is required to be carried out, the person giving the new order shall inform the person who provided the initial order.
- k. The procedure for clarifying the conflicting orders will not apply to imminent hazard situations where immediate action is necessary to avoid a dangerous situation.

#### 18. Initial Command Levels for Structural Emergencies.

- a. All primary responses to any structural fire situations will be with all of the fire department units and any other responding emergency fire units from any other area departments, along with any medical units responding, local county sheriff's office and possible state police.
- b. With this concept of the operation, the IMS will be very basic to start with and will expand as the situation dictates.

#### 19. Strike Teams.

- i. Each of the responding emergency units will be known as a strike team.
- ii. As each emergency unit arrives, Command will assign a task to each of those units to accomplish.
- iii. That unit will become a Strike Team and work for a Task Force Officer or in an independent support role.

- iv. All assignments will be standardized based on the expected tasks.
- b. Strike Team #1
  - i. The first arriving unit will become this team. This unit will be responsible for the fire suppression efforts.
- c. Strike Team #2.
  - i. The second arriving unit will become this team. This unit will first be responsible for the search and rescue efforts, if so equipped, if not than this unit will be second in fire suppression efforts.
- d. Strike Team #3.
  - i. The three arriving unit will become this team. This unit will be used for search and rescue efforts, if so equipped. If not needed, this unit will be used in a support role for tasks, such as, building ventilation, setting up a triage area or any other support as needed, depending on the type of emergency.
- e. Task Force Officer.
  - i. The first arriving unit driver or a department officer coming on scene with the first arriving unit will perform this task.
  - ii. The personnel will be responsible for initial suppression, rescue and support functions.

## 20. Initial Command Levels for Hazardous Materials Incident.

- a. The type of incident and where the incident has happen at will depend on who has the total responsibility for managing this type of situation

from the time of the incident notification to the proper containment of the materials.

- b. All primary responses to any hazardous situations will be with all of the fire department units and any other responding emergency fire units from any other area departments, along with any other emergency vehicles, from medical vehicles and personnel to another county agencies, such as county sheriff's office and the state police and other state HAZMAT agencies, that can handle this type of situation.
- c. With this concept of the operation, the IMS will be very basic to start with and will expand as the situation dictates.

#### 21. Staging Officer.

- a. Any other senior fire department officer or an officer from another department to arrive on scene through the Central Dispatch Call or through a mutual assistance call will be placed in charge of Level 2 staging.
- b. The person shall maintain the resource accountability assigned to this staging level until relieved or incident termination.
- c. This Officer will dispatch and receive resources as Command requires them.

#### 22. Personnel Accountability

- a. This function shall provide for control of access to the incident scene.
- b. It will be accomplished through use of a cordon and a controlled access through an Entry Control Point (ECP) or through the main point of the incident site with the Safety officer at a position to keep accountability of all personnel movement.

#### 23. Cordon and ECP Control.

- a. The ICS Commander will determine the necessary cordon size and command post location.
- b. The local county sheriff's office, the state police and other supporting agencies will be notified to help secure and, if need be, help evacuate the cordon area and the command post along with the access control point through the ECP.
- c. Personnel and other resources will not pass through the ECP without prior approval or emergency personnel enroute to the incident site without approval from the Command Post.

#### 24. Incident Site Accountability.

- a. The Safety Officer will be responsible for establishing and tracking site personnel.
- b. The Personnel Accountability System Taps (PAST) or some type of tagging system or chart/clip board type accountability, will be used by all responding units and by the Safety Officer, Staging Officers and the Command Post to provide an accurate personnel accounting system for the incident site.
- c. Personnel that are reporting from other area departments, state and local agencies and any other agencies reporting under mutual aid will also use the personnel accounting as means of a rapid identification and accountability of all emergency personnel at the incident site.

#### 25. Imminent Hazard Condition Notification.

- a. Personnel directed to evacuate the incident site will report back to the Safety Officer at the site of entry control point.
- b. When the withdrawal includes the mounting vehicles and driving away from the incident site, the Safety Officer will make the determination as to where all vehicles will proceed to a new or already setup assemble point.

- c. All units that are withdrawing from the incident site will communicate their personnel status, while evacuating the scene, to the Safety Officer.
- d. Once at the assembly point, the Staging and Safety Officer will validate all unit personnel accountability and will report that status to the Command Post.
- e. Notification to withdraw will be a combination of vehicle siren use and by radio communication using the term "EMERGENCY TRAFFIC", all personnel will evacuate the site immediately".

#### 26. Rest and Rehabilitation

- a. Command shall consider the circumstances of each incident and make suitable provisions for the rest and rehabilitation of all emergency personnel that are operating at the incident scene.
- b. These considerations shall include any medical evaluation and treatment, food and fluid replenishment, and relief from any extreme climatic conditions happening during the time of incident and the staging of any extra or relief personnel that can or need to be used at the incident scene.
- c. All commanders shall maintain an awareness of the condition of personnel operating within their span of control and ensure that all adequate steps are taken to provide for their safety and health. The command structure shall be utilized to request relief and reassignment of any fatigued personnel.

#### 27. Critical Incident Stress Debriefing

- a. Shall be performed following any tragic incident.
- b. This session should be started as early as the vehicles and personnel into the Incident Base.

- c. The debriefing should be conducted at a place close to the base or at the department station or at another suitable location.
- d. With this type of debriefing, all personnel, commanders, offices and other agencies can see what they need to work on in the future to better themselves on the working and control of the next incident for any department

## 28. COORDINATION

- a. The adoption of the NFPA 1500, Standard on Fire Department Occupational Safety and Health Program, places the responsibility on the Fire Chiefs and all department managers to ensure sound principles and procedures are employed for the fire fighters safety. It further establishes the NFPA 1561, Standard on Fire Department Incident Management System. This standard requires full coordination between all agencies working at an incident site.

A phone list to provide names of local area departments and agencies that would work together on any emergency situation within this fire department district or any other district or county area that we have been called upon to work in a mutual aid status.

Area Fire Chiefs,  
Fire Chief, (Other City or County)  
MSP and MSP State fire Marshal  
County Sheriff Department  
City Police  
Federal Police forces

Army Military Base Fire Department

County or State REACT

Special Type Emergency Corps

Salvation Army

American Red Cross