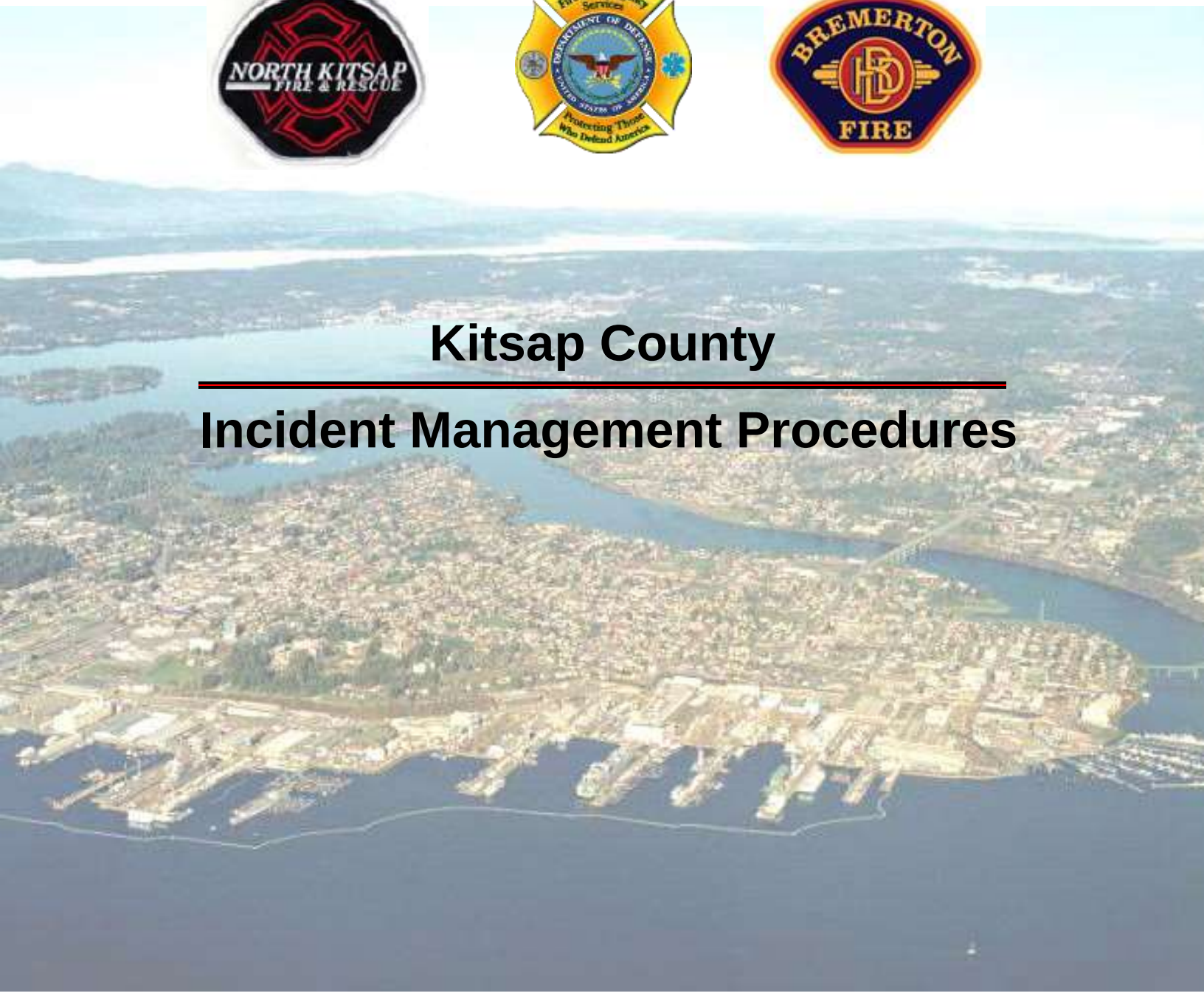


Kitsap County

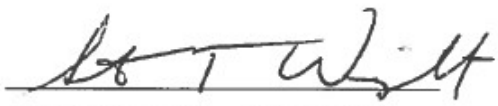
Incident Management Procedures

2nd Edition
May, 2020

The following Kitsap County Incident Management Procedures Manual establishes the minimum agreed upon standard by which all agencies will conduct emergency operations . This standardization is critical for the efficient delivery of emergency services and firefighter safety. These Incident Management Procedures are adopted by:

Hank Teran – Fire Chief
Bainbridge Island Fire Department

Jim Gillard – Fire Chief
Poulsbo Fire Department



Steve Wright – Fire Chief
South Kitsap Fire and Rescue

John Oliver – Fire Chief
Central Kitsap Fire and Rescue

Dan Smith – Fire Chief
North Kitsap Fire and Rescue

Pat McGanney – Fire Chief
Bremerton Fire Department

Eric Tucker – Fire Chief
Navy Region NW Emergency Services

Effective date for all adopting agencies: May 1, 2020

Kitsap County Incident Management Procedures

Contents

1.1 Incident Command Leadership -Introduction

The intent of this manual is to improve the safety and effectiveness of emergency responders through a structured incident management system. This structure provides a process for managing emergency incidents with defined roles and responsibilities for all personnel operating on the emergency scene. However, the implementation of this process is dependent upon individuals adapting these procedures to dynamic emergency scenes. It will be the responsibility of the incident commander to adapt these procedures to each emergency incident, and nothing in this document inhibits the authority of the Incident Commander to mitigate the incident. It is critical that each individual, and specifically the Incident Commander, be capable of demonstrating the following behaviors in handling emergency incidents.

1.2 Behaviors of an Effective Incident Commander

Command Presence:

- The ability to take control of an incident and provide leadership
- The ability to rapidly assess a situation and make decisions with limited information coming from multiple sources
- The ability to maintain composure, confidence, and situational awareness under extreme stress
- The ability to develop and implement a plan by adapting standard operating guidelines to dynamic emergency scenes.

Technical Competence:

- The knowledge to implement incident management procedures and the judgment to adapt them to a dynamic emergency scene
- The knowledge and experience to understand critical incident factors and forecast their impact on operations (e.g. fire behavior, building construction, standard operating guidelines, etc.).
- The ability to articulate the incident action plan and provide clear and concise direction to resources.

Resource Management:

- The ability to balance incident management and task level needs
- The ability to efficiently utilize resources to complete objectives consistent with the incident action plan
- The ability to maintain accurate personnel and tactical accountability throughout the incident
- The ability to accurately project resource needs to ensure the implementation of the incident action plan

Verbal Communication:

- The ability to articulate the incident action plan and provide clear andconcise direction to resources
- The ability to utilize standard terminology to communicate standardized assignments
- The ability to process verbal communication and rapidly identify confusion or misunderstanding

1.3 NIOSH Top Five Firefighter Killers

The National Institute for Occupational Safety and Health (NIOSH) has identified the topfive causal factors of firefighter deaths on the fire ground. While some may not believe the “The NIOSH 5” is a component of incident management leadership, it is essential all incident leaders are aware of the top five consistent killers of firefighters on the fire ground:

Lack of Standard Operating Procedures – Operating with a standard playbook empowers responders with the ability to operate in a predictable and coordinated manner. Standard procedures provide responders with the basis for understanding how they are to perform their job duties, enhancing the interoperability needed to support efficient multi-company and/or multi-agency operations.

Lack of Incident Management – All emergency incidents must be managed in a proactive and methodical manner. Failure to do so, leads to the incident being out of control as responders haphazardly react to whatever is thrown at them. The Incident Commander, as well as those assigned to general staff positions, are responsible for providing a management structure that enables responders to be proactive and maintain the upper hand.

Lack of Appropriate Risk Assessment – All emergency situations include an element of risk, but this risk can be managed. From Incident Commander to firefighter, all emergency responders choose to engage or not, meaning they always have direct control over the level of risk they assume.

Lack of Accountability – More than simply knowing who is at the scene, accountability includes both personnel and tactical accountability. Accountability is simply a matter of operating with scene discipline where supervisors are able to accurately account for:

Who is assigned

What they are doing

Where they are operating

When they entered the hazard area

Why they are doing *what* they are doing *where* and *when* they are doing it

Lack of Communications – One of the greatest challenges responders face at an emergency scene is to effectively understanding what they are dealing with and what is happening around them. Deliberate and methodical communications is the most important means to protect firefighters.

Notice that all of these causal factors involve command. Every incident requires a high level of incident management leadership to prevent disasters caused by the "The NIOSH 5."

In many of the NIOSH reports, these factors are present in events leading up to a line-of-duty- death (LODD). "*It's one thing to know that someone died of trauma; it's another thing to know that he was pushed off a cliff. "The NIOSH 5" tell us how our firefighters are getting pushed off cliffs*." *Kastros 2011*

Any firefighter could, potentially, be an Incident Commander. Whether it is the first arriving unit, the initial company officer, or the highest-ranking chief officer on the scene, everyone should be prepared to take command, have a strong command presence, and account for "The NIOSH 5."

1.4 Closing

In the first few moments the Incident Commander arrives on the incident he or she must make many split-second decisions. It is important to keep assigned tasks and tactics in line with the strategic goals of the incident. As the Incident Commander balances leadership, command presence, incident equilibrium, and "The NIOSH 5," they are able to command the incident instead of allowing the incident to command them. This awareness allows them to recognize unsafe situations and prevent injuries or line of duty deaths.

2.1 Risk Management – Introduction

Firefighters are at risk during every incident they respond to; risk is an inherent part of situations involving uncontrolled hazards in uncontrolled work environments. However, it is the responsibility of every Incident Commander, Supervisor, Team Leader, and Firefighter to manage risk with the goal of reducing the likelihood of a firefighter being injured or killed.

Risk management is a process that requires individuals to identify, evaluate, prioritize, mitigate and continually re-evaluate hazards. This is an incredibly complex task for firefighters who are exposed to multiple hazards simultaneously, with limited information, and in time sensitive situations.

Administrative and engineering controls such as standardized operating procedures, deployment plans, and training help to reduce the level of risk and should begin well before the incident.

On scene, risk management is dependent upon initial assessments to identify, evaluate, and prioritize the hazards to personnel. Additionally, situational awareness must be maintained to ensure that the hazards continually are re-evaluated. Based on the risks to personnel and the potential benefit to be gained, the Incident Commander determines the strategies and tactics for handling the incident. The Incident Action Plan (IAP) is the collection of those determinations and forms the basis of how the risks will be controlled through the incident, with the goal of reducing the level of risk to the lowest level possible. While the Incident Command (IC) is responsible for developing the Incident Action Plan and overall Safety Plan, all personnel on an emergency scene are responsible for risk management.

2.2 Rules of Engagement

The Rules of Engagement define the circumstances and limitations under which personnel will be exposed to risk. As part of the size-up component of the IAP, the IC must conduct a risk assessment to identify risks to firefighters and the potential benefit. Benefit is based on the realistic ability to save savable lives, prevent further property loss, and/or prevent further environmental harm. This risk/benefit assessment must be conducted prior to determining the strategy and tactics that will be used to mitigate the incident.

Risk/benefit assessment is the foundation for the risk management rules of engagement covering all incident activities, which are broadly stated as;

1. **Significant Risk**: We will take significant risk to our lives to save savable lives
2. **Minimal Risk**: We will take minimal risk to our lives to save savable property
3. **No Risk**: We will take no risk to save what has already been lost

2.3 On-going Risk Assessment

Risk/benefit must be continually assessed for the entire duration of each incident. As an incident develops, different hazards may arise and the IAP needs to evolve as risks change.

Personnel shall keep the IC informed of all potential hazards and changing conditions so the IAP can be modified to the extent necessary for preserving firefighter and life safety. It is important for each person on the scene to recognize the levels of risk, continually monitor conditions, and report any changes in conditions to the IC immediately. The radio procedures for communicating unsafe action and conditions are found in chapter five of this manual.

2.4 Situational Awareness

Situational Awareness is the ability to identify, process, and comprehend the critical elements of information about what is happening to the individual or team with regards to the IAP. Simply put, it means knowing what is going on around you. This is achieved by being observant, looking at the big picture, and using critical thinking to ensure that your perception of a situation is based on fact rather than assumption. Situational Awareness is the counterbalance to 'tunnel vision' and reduces the errors associated with over reliance on Recognition Primed Decision Making. Maintaining Situational Awareness will result in on-going risk assessment and tactical accountability.

2.5 Individual Responsibility for Risk Management

The Incident Commander is ultimately responsible for the IAP, which includes determining the level of risk to personnel. Within the IAP, supervisors and team leaders are authorized to direct personnel to perform assignments and/or tasks that will expose them to risk. This authority is not absolute, and the following guidelines provide procedures to ensure personnel are not unnecessarily exposed to risk. In all situations, personnel are both authorized and responsible for immediately stopping any unsafe act or condition and communicating the situation through the chain of command.

Challenge Statement

In situations in which the individual receiving an assignment or direction believes it will result in unnecessarily exposing personnel or civilians to significant risk, they are responsible to challenge the decision. This is done in a respectful manner that identifies the hazard and provides an alternative solution. The formal nature of the challenge statement reduces the risk of personnel ineffectively stating their concern and to ensure that the supervisor is aware of the seriousness of the challenge. The challenge statement will be conducted in five parts:

- Gain the individual's attention: "Lieutenant Martinez"
- State your observation of the hazard: "There is heavy smoke coming from the Basement stairwell"
- State your concern: "The fire is beneath us"
- State your recommendation: "I recommend we withdraw immediately"
- Ask for Agreement: "Do you agree or Disagree"

This Challenge Statement provides the supervisor with the information needed to reconsider their decision, in a manner that challenges the decision, but not their authority. The decision of the supervisor is to be followed, with the exception of situations which warrant the refusal of risk.

Refusal of Risk

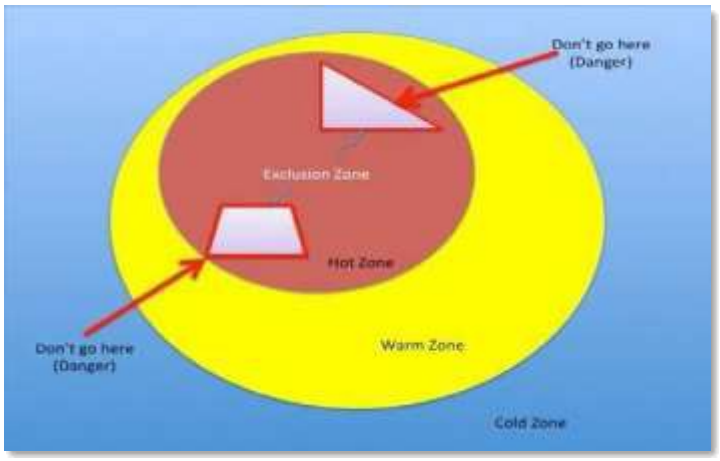
The refusal of risk is intended to prevent personnel from being inappropriately or unnecessarily placed in a position of **imminent** risk of serious injury or death. This refusal to accept an assignment or to complete an assignment as directed will be limited to situations in which there are imminent risks of serious injury or death to the firefighter and a clear violation of safe work practices or risk management, such as:

- Adopted Rules of Engagement are not adhered to
- Violation of 2 in/2 out or 2 in/1 out requirement
- Personnel are not trained for or lack the PPE required for the IDLH environment

When this is done, the IC and Safety Officer shall be notified and any subsequent crew given the assignment or direction must be made aware of the refusal of risk. The refusal of risk is not to be used to challenge a lawful order based on the individual's opinion or preferences regarding how the incident should be managed, but rather to prevent an unnecessary line-of-duty death or serious injury.

2.6 Control Zones

Managing risk begins with minimizing exposure. It is the responsibility of the IC to establish a series of hazard control zones to establish incident perimeters that define and communicate the degree of hazard for a given area, to establish entry control points, and to establish a basis for defining and communicating the level of personal protection required for entry. Per Washington Administrative Code, it is the responsibility of the IC to ensure that control zones are identified and communicated to all personnel on all incidents. Standard control zones are those that are pre-designated by standard operating guidelines for each type of incident. Control zones are further defined as:



Cold Zone: "The control zone of an incident that contains the command post and such other support functions as are deemed necessary to control the incident".

Note: "The cold zone establishes the public exclusion or clean zone. There are minimal risks of human injury or exposure in this zone." *(WAC 296-305-01005)*

Examples: Temporary staging, Command Post, Rehab

Warm Zone: "The control zone outside the hot zone where personnel and equipment decontamination and the hot zone support takes place".

Note: "The warm zone is a limited access area for members directly aiding or in support of operations in the hot zone. Significant risk of human injury (respiratory, exposures, [collapse zone], etc.) can still exist in the warm zone." *(WAC296-305-01005)*

Examples: *Defensive Strategy, within the collapse zone or exposed to smoke.*

Hot Zone: "The control zone immediately surrounding the hazard area, which extends far enough to prevent adverse effects to personnel outside the zone. The hot zone is presenting the greatest risk to members and will often be classified as an IDLH atmosphere." *(WAC 296-305- 01005)*

Examples: *Offensive Strategy, anywhere within the IDLH environment.*

Exclusion Zone: "The control zone designated to exclude all unauthorized personnel, responders, and equipment".

Note: "Examples of exclusion zones could be holes in floors, explosive devices, or collapse hazards." *(WAC 296-305-01005)*

2.7 Safety Assignments

The IC is responsible for effectively balancing the use of resources to manage the incident and to perform the work. Additionally, the IC is required to balance the use of resources to provide for the safety of personnel and actively perform the tasks necessary to mitigate the incident. The IC provides for firefighter safety through effective risk management, including the application of the rules of engagement, and also through the assignment of positions and teams dedicated to firefighter safety.

2 in / 2 out

It is a requirement t h a t all personnel assigned to a hot zone, operate in teams of two or more. Additionally, for all incidents in which personnel are assigned to a hot zone with an IDLH environment that two personnel are required to remain outside of the hot zone available for assistance or rescue of firefighters in the hot zone during emergency operations. This is known as the 2 in / 2 out requirement. There are two Tactical objectives which meet the '2 out' requirement, they are Stand-by and RIT.

2 in / 1 out Exemption

The only exception to the 2 in / 2 out rule is when on arrival at the emergency scene, responders find a **known rescue** situation where immediate action could prevent the loss of life or serious injury, such action shall only be permitted when no less than three personnel are present and equipped to provide emergency or rescue assistance (2-in / 1- out). This is referred to as the 2 in / 1 out exemption.

Safety Teams:

Standby Team - A Standby Team consists of at least two firefighters held outside the hazard area, available for immediate assistance or rescue of an entry team. The Stand- by team is used when sufficient personnel are not on the fire scene to allow for the Rapid Intervention Team assignment. All Standby Teams must operate under the following guidelines:

- All Standby Team members must be fully equipped with the appropriate protective clothing, protective equipment and SCBA donned to the standby position.
- One of the Standby Team members shall maintain a constant awareness as to the number and identity of team members operating in the IDLH hazard area, their location, function, and time of entry.

*The Incident Commander and Pump Operator may operate as the initial Standby Team, but due to their critical roles, should be replaced by another Standby Team or a Rapid Intervention Team **member** as soon as possible*

- One of the Standby Team members shall remain in positive radio, visual, voice, or signal line communication with the team operating within the IDLH hazard area.

- Provided they maintain constant communication with the IC and entry teams, Standby Team members may perform other duties outside of the hazard area, such as placing back-up hose lines, pulling hose, placing escape ladders, gathering RIT equipment, etc.

- No one shall serve as a Standby Team member when other activities inhibit their ability to assist in, or perform rescue, or are of such importance that they cannot be abandoned without placing other responders in danger.

- In the event of a fire ground emergency the initial Stand-by team, consisting of the IC and Pump Operator, must weigh their ability to affect an immediate firefighter rescue with the need to manage incoming resources

Back-up Teams: Back-up teams are strategically pre-positioned in the vicinity of teams operating in areas with a high level of risk. A pre-positioned back-up team is the most familiar with the other team's location, situation, the hazards they are exposed to, and the immediate surroundings. A back-up team's placement also positions them to better recognize a potential or developing "Mayday" situation, enabling them to prevent the fire ground emergency or to immediately intervene to assist with the firefighter emergency.

Back-up Teams provide a team of at least two members positioned offensively, with a charged hose line and/or other applicable equipment. Back-up teams operate with two objectives. No ancillary task shall distract the Back- up team from their primary objectives of;

1. Actively protecting the means of egress for interior teams;
2. Maintaining Situational Awareness for interior teams, specifically in monitoring for changes in conditions (e.g. fire above, fire below, fire flow path, rapid fire growth, etc.), communicating any changes to the IC and other Interior Teams.

Rapid Intervention Team (RIT) - A RIT consists of at least two firefighters held outside the hazard zone dedicated to preparing for and providing immediate assistance or rescue of an entry team operating within the hazard zone. RIT should operate under the following guidelines:

- RIT shall be fully equipped with the appropriate protective clothing, protective equipment, and SCBA donned to the standby position.

- RIT members shall have a dedicated assembly point, after surveying the scene and providing for a second means of egress from the building.

- The RIT leader shall remain in positive voice and/or radio communication with the IC or assigned supervisor.

- RIT members shall maintain a constant awareness as to the number and identity of team members operating in the IDLH hazard zone, their location, function, and time of entry.
- RIT shall gather the RIT bag and any other equipment considered appropriate for the situation.
- The primary role of the RIT is to locate the firefighters in peril, provide them with emergency air supply, and facilitate their rescue. It is unlikely that the initial RIT will be capable of removing a trapped or downed firefighter without significant support.
- There are two phases of RIT operation. Upon assignment the team takes actions to gather equipment and prepare for a fire ground emergency. Upon completing those actions, the RIT is then established and benchmarked by the IC.

2.8 Closing – Risk Management

Personnel should understand we want to do everything we can to prevent the loss of life, limit property loss, and mitigate every emergency to our fullest ability. The intent of risk management is to protect lives and property while assuming only the risk necessary to accomplish our mission.

3.1. Incident Command System - Introduction

The framework for managing any incident is the National Incident Management System (NIMS). This system is widely used across the United States and developed by the Department of Homeland Security. Kitsap County has adopted NIMS and the Incident Command System (ICS) as the framework for command and control of every incident. It does not matter if the incident is a single unit or an incident involving several hundred emergency responders, the ICS will apply to each of them.

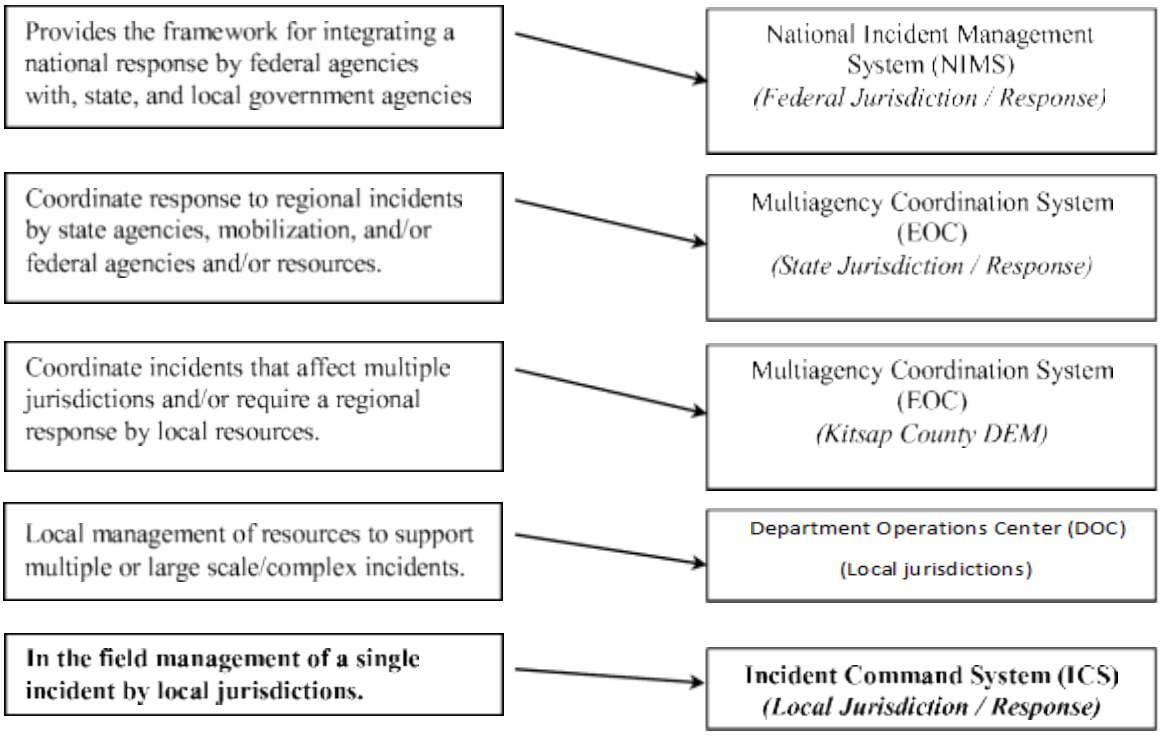
This section will focus on the ICS Type IV and Type V incidents, a subsystem of the NIMS. This section will specifically address IC principles, the IC role and responsibilities, and subordinate positions. It is not intended to address the full NIMS ICS in its entirety. The five major functions of command are specifically addressed by NIMS.

For additional NIMS information and online classes for TYPE IV and V incidents, please visit these resources:

- IS-700.a National Incident Management System (NIMS), An Introduction
- IS-800.b National Response Framework, An Introduction
- IS-100.b - (ICS 100) Introduction to Incident Command System
- IS-200.b (ICS 200) ICS for Single Resources and Initial Action Incidents

3.2. National Incident Management Systems (NIMS)

The following flow chart illustrates the relationship, roles, and organizational hierarchy of the various subsystems established within the National Incident Management System (NIMS). This shows where the local incident falls within the NIMS system.



3.3. Incident Command System (ICS) Elements

The purpose of the Incident Command System (ICS) is to provide for a systematic development of a complete, functional Command organization designed to allow for single or multi-agency use, which increases the effectiveness of incident management and responder safety.

Key Elements of the Incident Command Systemare:

- ICS is organized based on five major functional areas: Command, Operations, Planning, Logistics, and Finance/Administration.
- ICS is the management system for incidents requiring the integration of multi-agencies. Therefore, ICS organizational terminology must be standardized.
- ICS is designed to be the basic, everyday operating system for all incidents. Therefore, the transition to large and/or multi-agency operations requires aminimum of adjustment for any of the agencies involved.
- The ICS organization builds from the ground up, with the management of all major functions initially being the responsibility of one or just a few persons.
- ICS is based on the premise that jurisdictional authority of the involved agencieswill not be compromised. Each agency having jurisdiction is assumed to have full command authority within its jurisdiction at all times.
- Multi-jurisdictional (Fire, Law, Health) incidents should be managed under a Unified Command (UC) structure involving a single Incident Command (IC) post and a single Incident Action Plan (IAP) applicable to all agencies involved in theincident.
- ICS is to be staffed and operated by trained and qualified (WAC 296-305.05000(1)(b)) personnel from any agency, which means it can involve personnel from various agencies.
- ICS should be expanded and contracted organizationally, based upon the needsof the incident; span-of-control recommendations are to be followed closely, so the organizational structure is never larger than required.

3.4 Incident Command Responsibilities

Incident Commander (IC) - The IC is responsible for building an organizational structure that effectively manages the operational needs of the incident in order to achieve the IAP. Specifically, the IC is responsibleto:

- Ensure the overall safety of all members and all activities occurring at thescene
- Establish an organizational structure with sufficient supervisory personnel to control the position and function of all members operating at the scene and to ensure that safety requirements are satisfied
- Initiate/Establish command and identify a fixed command post as appropriate
- Perform a situational evaluation that includes riskassessment
- Manage incident communication
- Develop an IAP
- Review, evaluate, and revise the IAP as required
- Maintain, transfer, or terminate command

Command Staff - Command Staff function as the IC's assistants. Command Staff perform key activities that enhance the IC's ability to manage strategy, resources, and risk. Command Staff positions are not considered part of the IC's span-of-control. Command Staff positions include:

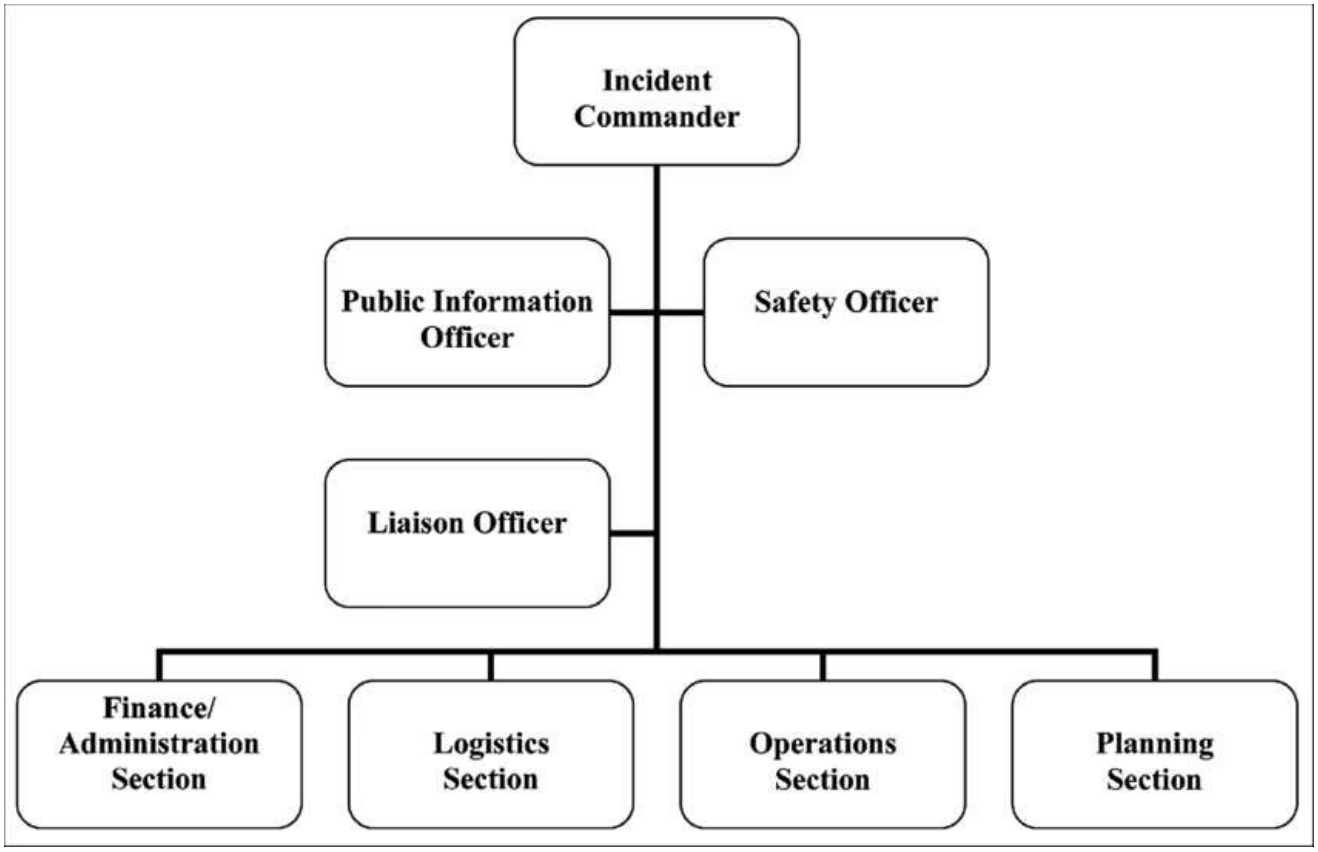
Command Post Aide - The Command Post Aide is responsible for assisting the Incident Commander with radio communication, accountability, or other duties as assigned by the Incident Commander.

Incident Safety Officer(s) - The Incident Safety Officer is responsible for a detailed focus on incident safety. (Radio designator: Safety)

Public Information Officer - A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements. (Radio designator: PIO)

Liaison Officer(s) - A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies. The Liaison Officer may have assistants. (Radio designator: Liaison)

General Staff – A group of incident management personnel organized according to function and reporting to the IC. The General Staff normally consist of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and the Finance Section Chief.



Division Supervisors - A Division Supervisor is responsible for tactical supervision of teams within a geographic area. (e.g. floor 1, alpha side, etc.)

Group Supervisors – Group supervisors are responsible for supervision of teams performing a functional assignment (e.g. vent, fire attack, rescue, etc.).

Team Leaders – Team leaders provide task-level leadership of a Company or Team. Generally, team leaders communicate with Division/Group Supervisors or, early in an incident, with the IC.

Team Members – Team members are task-level resources who report directly to team leaders.

Staging Area Manager - When formal staging is established, the Staging Area Manager is responsible for managing teams and equipment that are available to be assigned or reassigned to the incident.

3.5 Command Structure

It will be the responsibility of the IC to develop an organizational structure utilizing standard operating procedures as soon as possible after arrival and implementation of initial tactical control measures. **The scope and complexity of the emergency will determine the size and complexity of the organizational structure.** The design of the IC structure should be based on functional needs rather than the number of Chiefs at the scene.

Command Organization- The command organization must develop at a pace that stays ahead of the tactical deployment of personnel and resources. In order for the IC to manage the incident, they must first be able to direct, control, and track the position and function of all operating companies. Building a command organization is the best support mechanism that the IC can utilize to achieve the harmonious balance between managing personnel and incident needs. Simply put, this means:

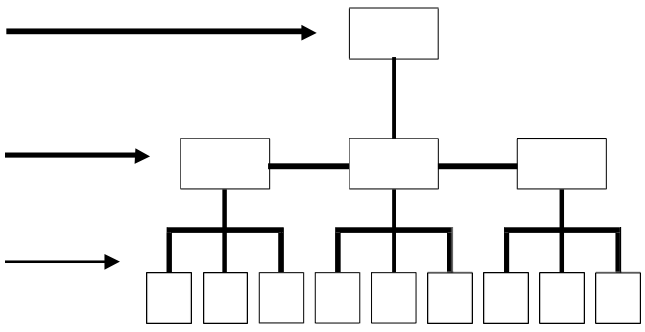
Small scale and simple incidents = small and simple ICS organization
Large scale and complex incidents = large scale organization

The Basic Configuration of Command Includes Three Levels.

Strategic Level –
Overall direction of the Incident

Tactical Level –
Assigns objectives to resources

Task Level –
Tasks to complete assignments



Strategic Level - The strategic level involves the overall command of the Incident. The IC is responsible for the strategic level of the command structure. The IAP defines the incident priorities, strategy, strategic objectives and tactical objectives. The IAP is the foundation from which tactics are assigned, resources are allocated, and the command structure is formed.

Strategic level responsibilities include:

- ✓ Size-up, including Risk Assessment and Risk/Benefit Analysis
- ✓ Developing an IAP
  - ✓ Identifying Incident Priorities
  - ✓ Selecting a Strategy
  - ✓ Prioritize Strategic Objectives
- ✓ Obtaining and assigning resources
- ✓ Predicting outcomes and planning
- ✓ Assigning objectives to tactical level units

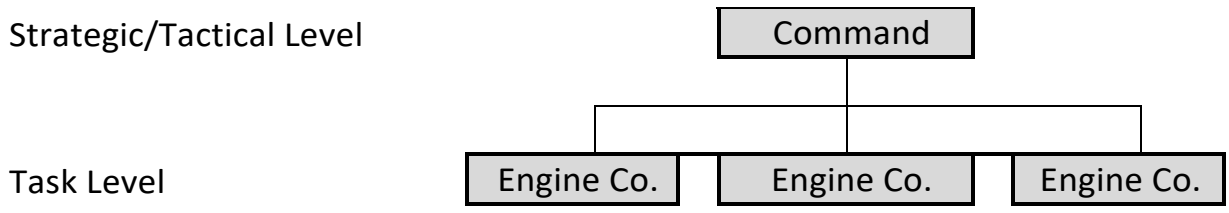
Tactical Level - The tactical level directs operational activities to complete strategic objectives. Tactical level officers include division and group supervisors who are in charge of grouped resources. Tactical level officers are responsible for specific geographic areas or functions and for the supervision of assigned resources. Tactical level responsibility comes with the authority to make decisions and task assignments within the boundaries of the IAP and safety conditions. The accumulated achievements of tactical objectives should accomplish the strategic objectives as outlined in the IAP.

Task Level - Task level refers to activities normally accomplished by individual companies or specific personnel. The task level is where the actual tasks are completed to accomplish tactical objectives. Task level activities are routinely supervised by Company Officers.

3.6 Command Structure – Basic Organization

The most basic command structure combines all three levels of the command structure. For example, the Company Officer on a single engine response to a dumpster fire determines the strategy and tactics, and supervises the crew performing the tasks.

The basic command structure for a "routine" incident, involving a small number of companies, requires only two levels of the command structure. The role of Command combines strategic and tactical levels. Companies report directly to Command and operate at the task level.



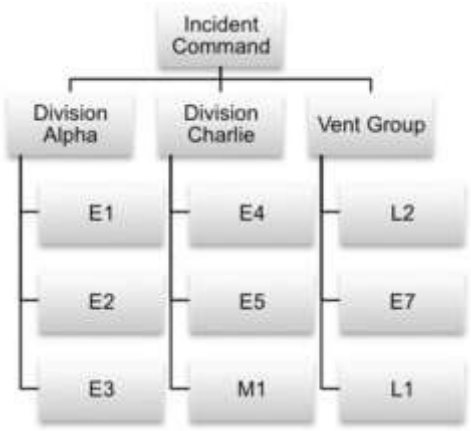
3.7 Command Structure - Divisions or Groups

The terms **Divisions** or **Groups** are tactical level management units that group companies. Divisions represent geographic operations, and Groups represent functional operations. The following example illustrates the use of these terms.

Division/Group Basic Operational Approach

The use of Divisions or Groups in the command organization provides a standard system to divide the incident scene into smaller subordinate management units or areas.

Complex incidents often exceed the capability of one officer to effectively manage the entire operation.
Divisions or Groups reduce the span of control to more manageable smaller-sized units. Divisions or Groups allow the IC to communicate principally with these organizational levels to provide an effective command structure and incident scene organization. Generally, Division or Group responsibilities should be assigned early in the incident, **typically to the first company assigned to a geographic area or function.** Early assignment of Divisions/Groups provides an effective organization framework that can be filled as resources arrive.



The number of Divisions or Groups that can be effectively managed by the IC varies. Normal span-of-control is three to seven. In fast-moving, complex operations, a span-of-control of no more than five Divisions or Groups is preferred. In slower moving, less complex operations, the IC may effectively manage more Divisions or Groups.

When the number of Divisions or Groups exceeds the span-of-control that the IC can effectively manage, the ICS can be expanded to meet incident needs by assigning a Branch Director or Operations Section Chief. Branch Directors assume responsibility for up to five Divisions or Groups. The Operations Section is responsible for any assigned Branches.

A Division or Group can provide an array of major functions that may be selectively implemented according to the needs of a particular situation. This places responsibility for the details and execution of each particular function on a Division or Group.

When effective Divisions or Groups have been established, the IC can concentrate on overall strategy and prioritizing strategic objectives, allowing the Divisions or Groups to manage their assigned units. The IC determines strategy, strategic objectives, and tactical objectives and resources to the Divisions or Groups. Each Division or Group Supervisor is responsible for the deployment of the resources at their disposal, in order to complete the tactical objectives assigned by the IC. Divisions or Groups are also responsible for communicating needs and progress to Command.

Divisions or Groups reduce the overall amount of radio communications. Most routine communications within a Division or Group should be conducted face-to-face between officers and their Division or Group Supervisor. This process reduces unnecessary radio traffic and increases the ability to transmit critical radio communications.

Span of control is the major reason for establishing Divisions or Groups. Each Division or Group must maintain communication with assigned companies to control both their position and function. The Division or Group must constantly monitor all hazardous situations and take appropriate action to ensure that companies are operating in a safe and effective manner.

The IC should begin to assign Divisions or Groups based on the following factors:

- Situations which will eventually involve a number of companies or functions, beyond the capability of Command to directly control; Command should initially assign Division or Group responsibilities to the first companies assigned to a geographic area or function until Chief Officers are available
- When Command can no longer effectively manage the number of companies currently involved in the operation
- When companies are involved in complex operations (large interior or geographic area, hazardous materials, technical rescues, etc.)
- When the situation presents special hazards and close control is required over operating companies (i.e., out of sight, unstable structural, hazardous materials, heavy fire load, marginal offensive situations, etc.)

When establishing a Division or Group, the IC will assign each Division or Group:

1. Tactical objectives
2. A radio designation (Roof Division, Division Alpha, Division 3, etc.)
3. Resources

Division or Group Guidelines - Division or Group Supervisors will be responsible for and in control of all assigned functions within their Division or Group, including:

A. Account for all assigned personnel
B. Develop and communicate task assignments to the team(s)
C. Ensure that operations are conducted safely
D. Monitor progress
E. Redirect activities as necessary
F. Coordinate actions with related activities and adjacent Divisions or Groups
G. Monitor welfare of assigned personnel

H. Request additional resources as needed.
I. Provide Command with progress reports. (CAN)
J. Re-allocate resources within the Division or Group
K. Complete objectives assigned by Command

3.8 Command Structure – Expanding the Organization

As a small incident escalates into a major incident, additional organizational support will be required. The IC can become quickly overwhelmed and overloaded with information management, assigning companies, filling out and updating the tactical worksheets, radio communications, requesting additional resources, planning, long-range forecasting, and fulfilling all the other functions of Command. The immediate need of the IC is support. As additional 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.

The Operations Section is most often implemented as a span-of-control measure. When the number of Branches, Divisions or Groups exceeds the capability of the IC to effectively manage, the IC may staff the Operations Section to reduce the span- of-control and thus transfer direct management of all incident mitigation activities to the Operations Section Chief. The IC is then able to focus his attention to managing the entire incident rather than concentrating on tactical activities.

Expanding the Organization - Branches

As the span-of-control becomes excessive and the incident becomes more complex, the incident command structure can expand into Branch Director and Section Chief levels. At this level, the tactical decision-making is delegated by the IC and given to the Section Chief or Branch Director.

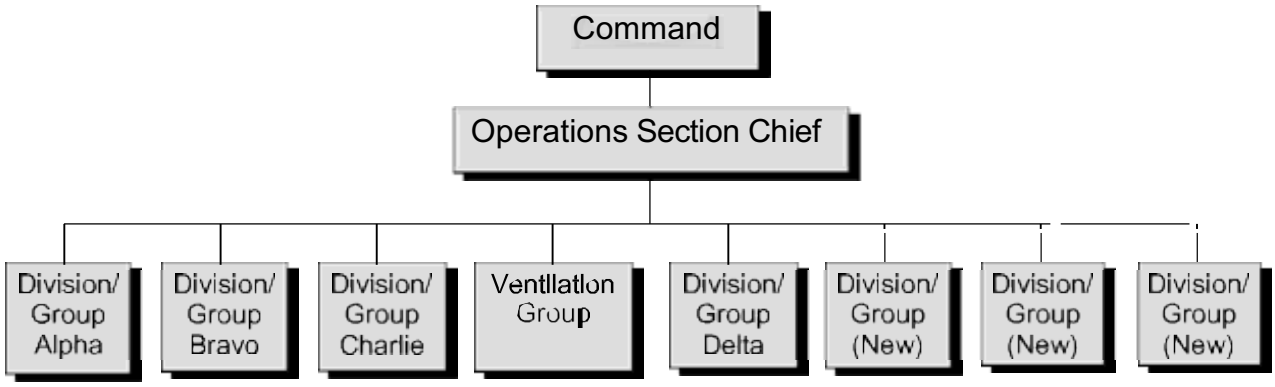
Branches may be established on an incident to serve several purposes. However, they are not always essential to the organization of the Operations Section. In general, branches may be established for the following reasons:

- Span-of-Control
- Functional
- Multi-Jurisdictional

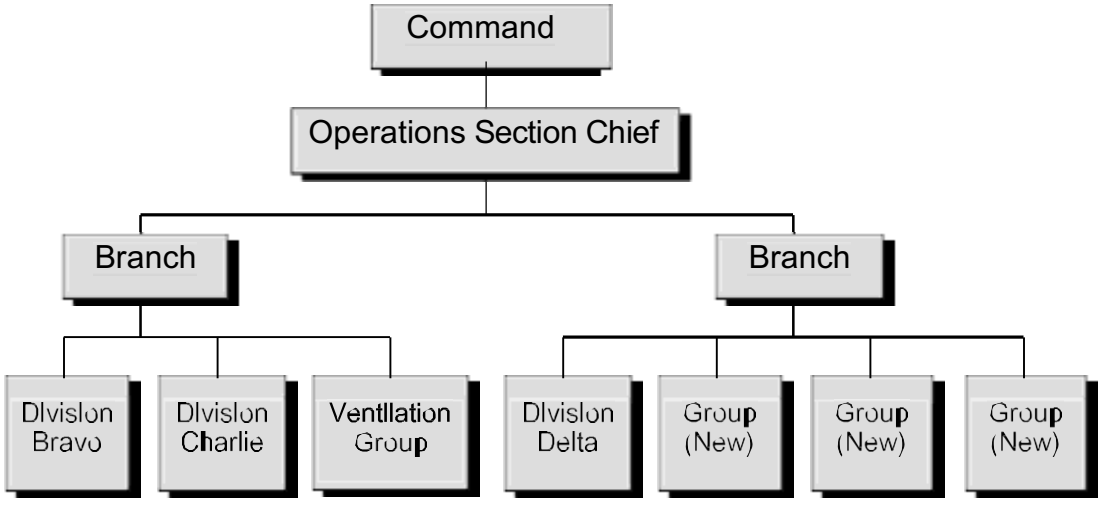
The IC or Operations Section Chief should designate a multi-branch structure, and allocate the Divisions or Groups within those branches.

In the following illustration, the Operations Section Chief has one group and four divisions reporting to him and two additional divisions and one group being added. At this point, a multi- branch organization was formed, as reflected in the below illustration.

Simple Branch Structure



Multi-Branch Structure

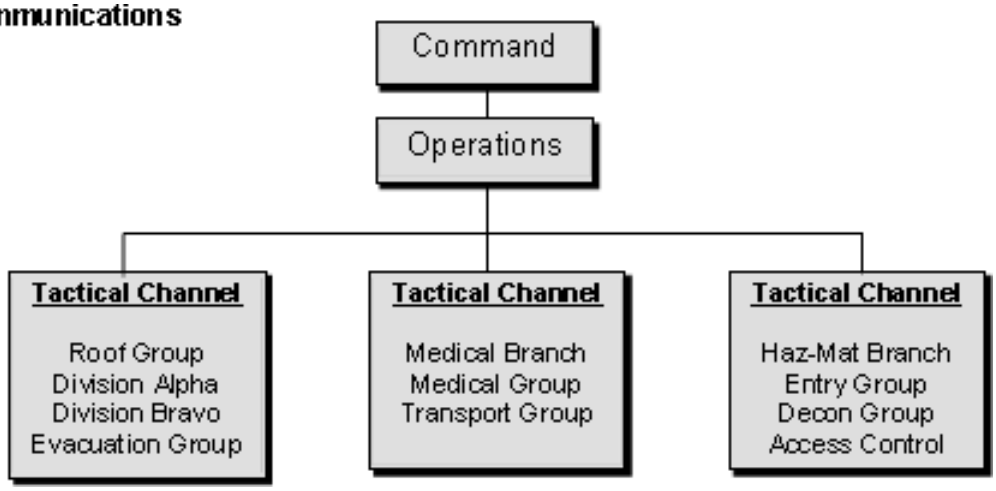


Branches should operate their area of responsibility on individual radio channels separate from the Operations command channel, if possible. The radio designation of Branches should reflect the objective of the Branch when designating functional branches, (i.e., Haz-Mat Branch, Medical Branch, etc.). Branches may be designated numerically (i.e., Branch I, Branch II, Branch III, etc.). When Operations implements Branch Directors, the Division or Group Supervisors should be notified of their new supervisor. This Information should include:

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

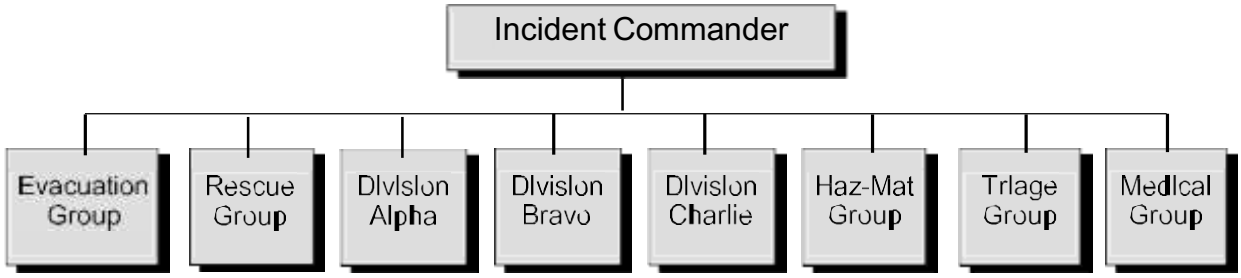
Radio Communications should then be directed from the Division or Group Supervisor to the assigned Branch Director not to Command or Operations. Branch Directors will receive direction from Command or Operations, which will then be relayed to Divisions or Groups.

Branch Communications

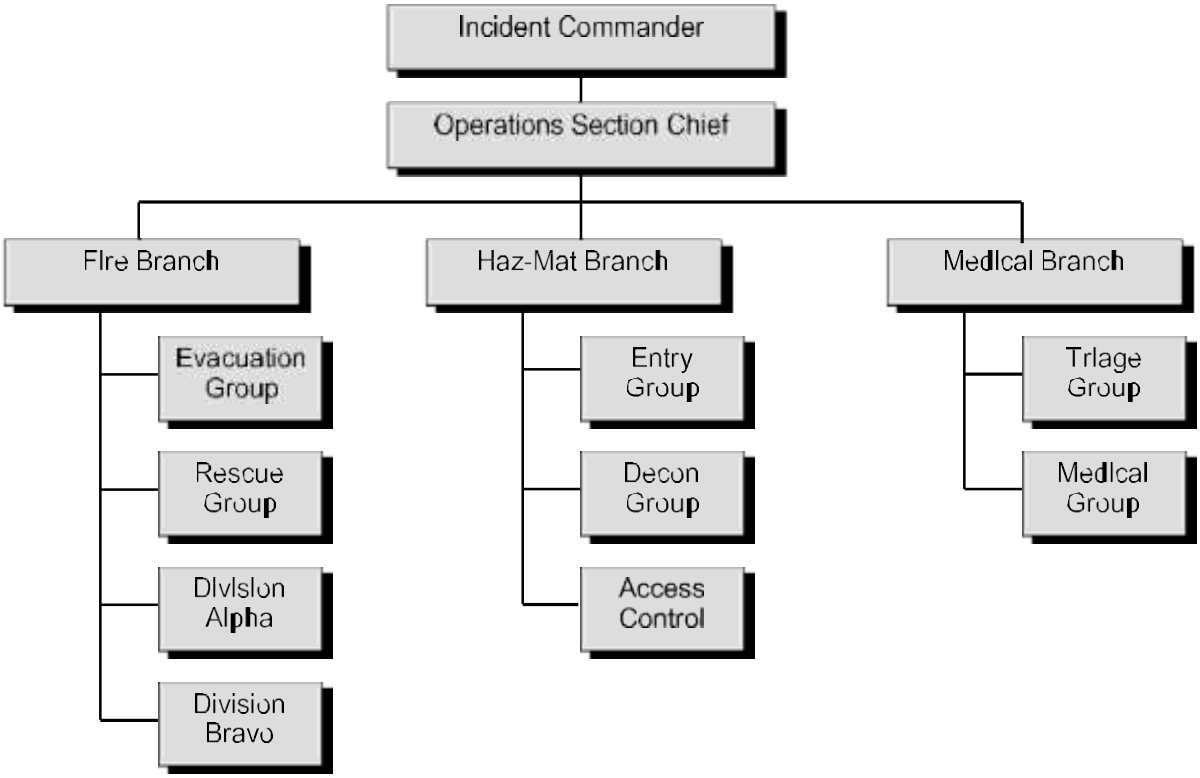


Depending on the situation, Branch Directors may be located at the Command Post or at operational locations. When located at the Command Post, Branch Directors can communicate on aface-to-face basis with the Operations Section Chief and/or IC. When an incident encompasses a large geographic area, it may be more effective to have Branch Directors in tactical locations. When Branch Directors are sent to tactical positions they should immediately implement command and control procedures within their Branch Directors.

Organization expands from this:



To this:



3.9 Unified Command

Although a single IC normally handles the command function, an Incident Command System (ICS) organization may be expanded into a Unified Command (UC). The UC is a structure that brings together the IC's of all major organizations involved in the incident in order to coordinate an effective response while at the same time carrying out their own jurisdictional responsibilities. The UC links the organizations responding to the incident and provides a forum for these entities to make consensus decisions. Under the UC, the various jurisdictions and/or agencies and non-government responders may blend together throughout the operation to create an integrated response team.

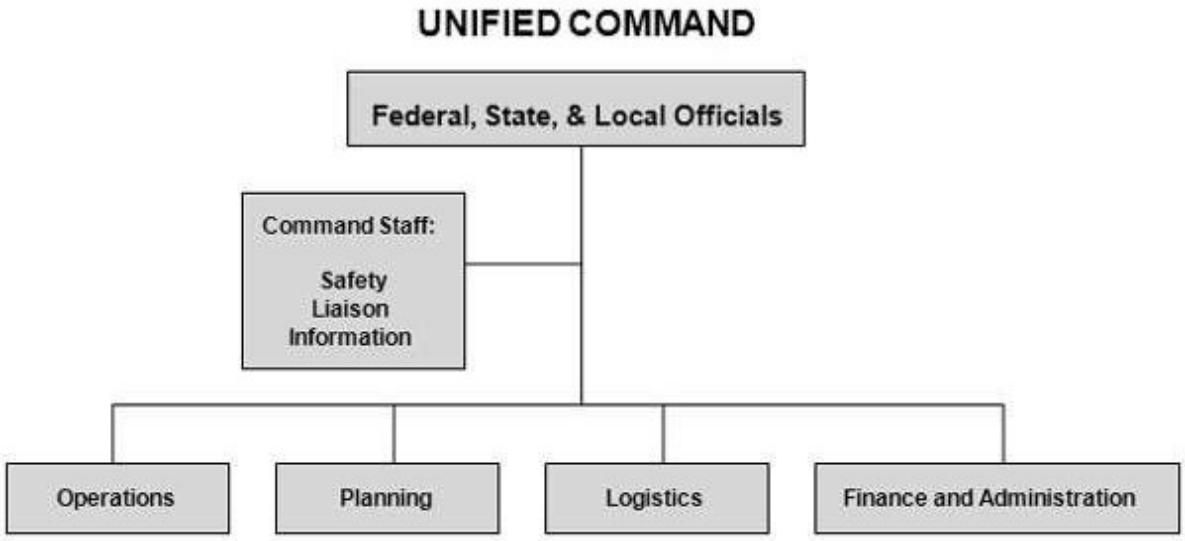
The UC is responsible for overall management of the incident. The UC directs incident activities, including development and implementation of overall objectives and strategies, and approves ordering and releasing of resources. Members of the UC, work together to, develop a common set of incident priorities, strategies, and strategic objectives. This will ensure the ability to maximize the use of available resources and enhance the efficiency of the individual response organizations.

The UC may be used whenever multiple jurisdictions are involved in a response effort. This allows for different jurisdictions and or agencies with specific disciplines to work together in achieving objectives using a common strategy.

Jurisdictions may be represented by:

- Geographic boundaries (such as two counties, Indian Tribal Land)
- Governmental levels (such as local, state, federal)
- Functional responsibilities (such as firefighting, law enforcement, oil spill, Emergency Medical Services)
- Statutory responsibilities (such as federal land or resource managers)
- Some combination of the above

Unified Command Structure Multi-Department



3.10 Closing

Kitsap County fire departments will use the ICS at every incident. It is the responsibility of every member to understand and always follow the guidelines of ICS. It is the responsibility of the IC to set the level and positions of the ICS organizational chart. As the incident expands in complexity the IC will increase the command staff and utilize the functions as outlined in the ICS.

For more information on the full NIMS ICS system, including expanding the organization into branches, TYPE I, II, and III incidents, etc., please contact your fire department's training office.

4.1 Introduction – Accountability & Resource Management

Who? What? Where? When? These are important questions for each person on the incident scene. Each individual is responsible for their accountability and keeping themselves within the defined accountability system. The system used to guide personnel accountability in Kitsap County is the Passport™ Accountability System. This system is widely used and assists with accountability of personnel operating on every incident. Passport accountability shall be fully implemented by all personnel when any firefighters are operating within an IDLH or hot zone. The IC has discretion when to collect and track primary passports on other incidents.

Personnel should understand accountability is not an optional part of an incident, regardless of incident complexity. Personnel accountability coupled with tactical accountability, ensures the IC is operating within a manageable span-of-control and personnel are not freelancing.

4.2 Personnel Accountability

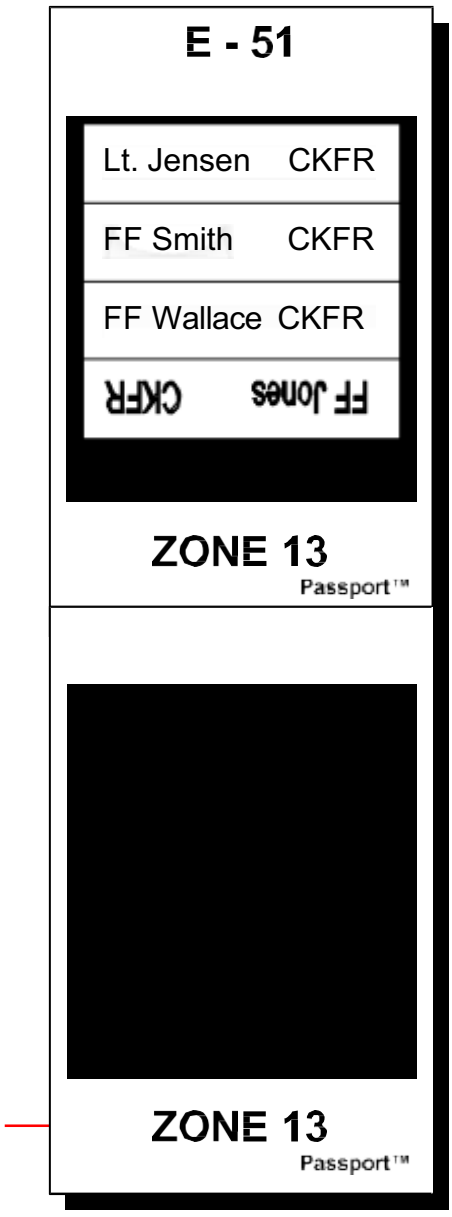
The Passport™ Accountability System was developed by the City of Seattle Fire Department to provide fire officers with a systematic method for accounting for all personnel operating on the incident scene.

Name Tags - Each responder has a set of Velcro-backed nametags engraved with their rank, name and organization. Personnel enter the system by placing one of their nametags, on both the primary and back-up passports of their assigned team. Blank nametags are kept in make-up kits for the purpose of assigning outside personnel into the system.

Helmet Shield – The purpose of helmet shields is to provide visual accountability of personnel on scene. Velcro backed helmet shields, with unit (apparatus) identification numbers, are used to identify what unit (Team) a firefighter is assigned to. Firefighters enter the system by attaching the helmet shield of their assigned unit to the front of their helmet at the start of each shift.

Passport - A Velcro and plastic card that identifies a company or a team, used to attach the nametags of individual responders. Passports provide a redundant back up that enables supervisors to account for their assigned teams and to identify individual team members. There are three types of passports used on the incident scene, each distinguishable by construction and/or color. It is team leader's responsibility to have his/her primary passport available for the IC at every incident scene.

Primary and Primary Team B Passport - Flexible white passports that hold the nametags of each team member assigned to a specific apparatus or team. Some apparatus may be assigned two primary passports (Primary and Primary Team B); piggy backed together with the primary passport kept over the Team B passport. This allows for a larger team to be split into two teams. The two passports may be separated with the nametags of the new team transferred to the Team B passport.



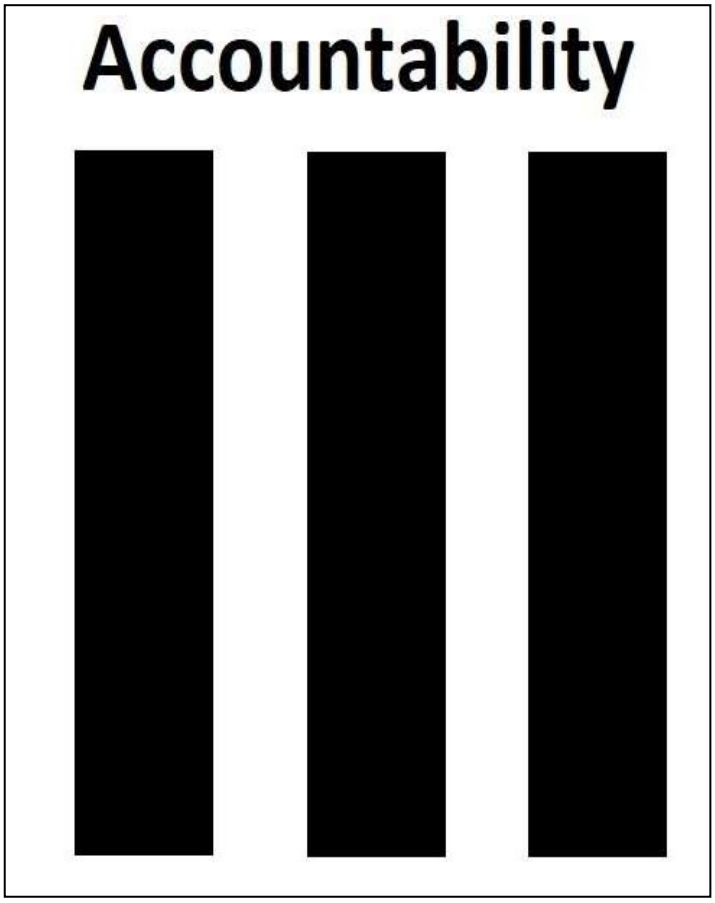
When a team or individual arrives at the incident, they retain the primary passport until assigned. The primary passport is then attached to the incident accountability board.

Back-up Passport - A rigid white passport preprinted with team/apparatus identification numbers. The back-up passport remains in the apparatus serving as a back-up to the primary passport. If a team is unaccounted for the back-up passport can be used to identify the team members. In addition, the back-up may be used as a temporary replacement for a lost primary passport.

Make-up Passport - Flexible white passports that are blank on the top and kept in make-up kits for the purpose of creating primary passports in the field. Personnel who arrive from outside agencies or for the formation of a specialized team can be given a make-up passport.

Combative Board – The combative board may be used by the company officer initiating command during the initial stage of the incident. They are used to track assigned teams. Combative boards can be written on to record information within groups and divisions. Passports are not attached to the combative board.

Accountability Board - A single collection point for all personnel assigned to an incident. It is the responsibility of each arriving unit to confirm that each crew member of their assigned unit has a nametag attached to the unit passport and the passport is attached to the accountability board.



Accountability Board Location – Shall be located on the inside officer door of the first arriving engine, hung from the driver's side mirror of the incident commander's vehicle or at a location designated by the incident commander.

Tactical Worksheet – Document used by Incident Command to manage Incident Action Plan, Strategic and Tactical Accountability, location and assignments of units attached to the incident.

Command Board – A large ICS command board to track large scale, expandable ICS incidents.

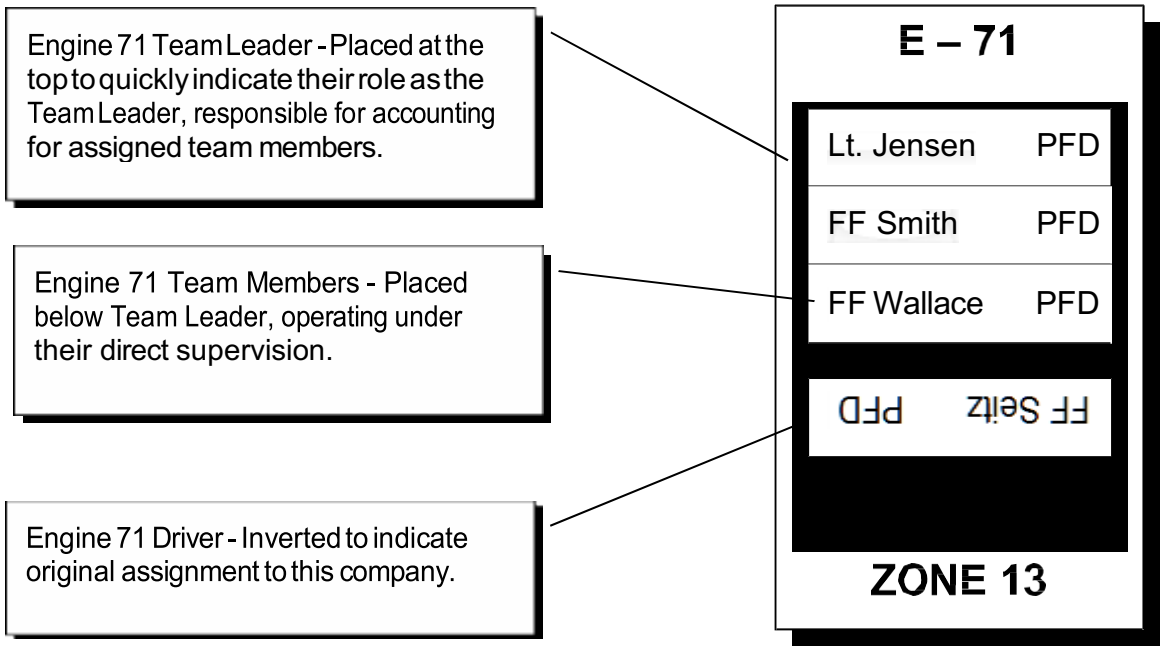
Personnel Accountability

The IC is responsible for establishing and maintaining personnel accountability throughout the incident's duration. Accountability should provide for:

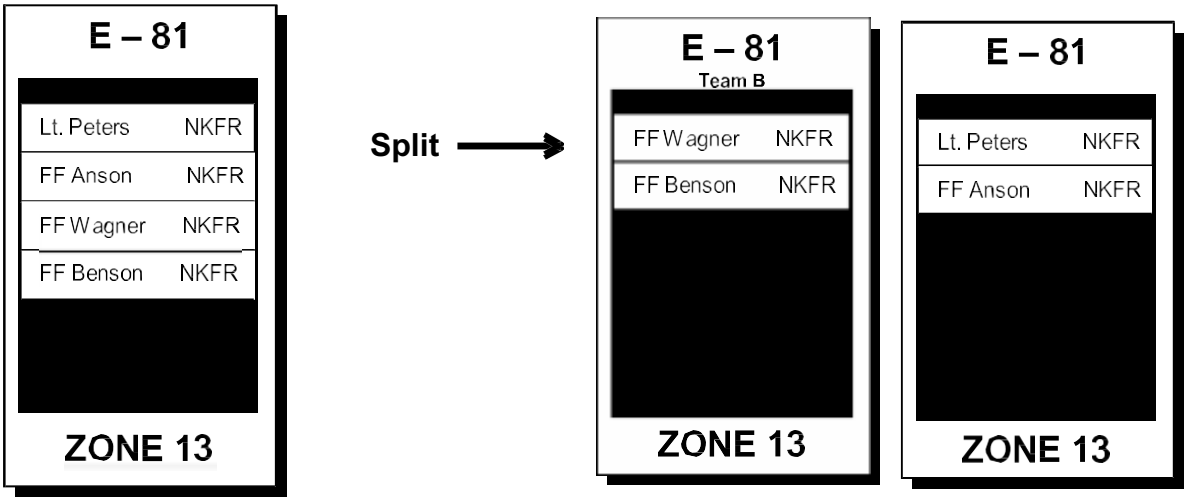
a. An accurate accounting of personnel on-scene, where they are, what they are doing, and when they enter the hazard area

b. Ensuring a manageable span of control is maintained that can effectively account for personnel

Name Tag Placement – Standardized nametag placement visually communicates team member status to the supervisor. Name tags should be placed as follows:



Splitting Teams – Splitting teams may occur to form two separate teams, each operating independently, and each with a team leader. Prior to splitting the passports, the team in the following illustrated example is one company, with one team leader. Note: Firefighter Benson, the driver, is assigned to the team not the apparatus as the pump operator, therefore, his nametag is placed upright. When the company is split, passports are separated, nametags moved, and a team leader is assigned for Team B. Radio designators become *"Engine 81"* and *"Engine 81 Team B".*



4.3 Tactical Accountability

Tactical accountability is ensuring that there is a purpose for every action that must fall within and support the IAP. If not, supervising officers must immediately intervene and redirect as necessary. Each person involved in an incident whether at the strategic, tactical, or task level must make a strong personal commitment to follow all policies and procedures regarding accountability.

Incident Commander (IC) - Provides strategic level accountability by accounting for:

- All of the teams, divisions, and/or groups assigned to command by task, location, and objective
- Knowing the leader of each team, division, and/or group, where their assignment is located, and what their objectives are
- Resource requirements needed to support tactical objectives to include air supply, exchange teams, etc.
- Obtaining status reports (see Chapter 5 – Communications) from divisions, groups, or teams assigned to Command
- The progress toward successfully completing strategic objectives

Division/Group Supervisors - Provide tactical accountability by accounting for:

- Their assigned area in order to maintain close supervision of tasks being performed by their assigned teams
- The tactical objectives given to each of the teams assigned to their division or group, in alignment with the IAP
- The location of, and objectives assigned to each of their assigned teams
- The status of their assigned team members so that they can immediately report status: conditions – actions - needs (CAN)

Team Leaders - Provide task level accountability by accounting for:

- Assign tasks to complete the tactical objective
- Progress towards completion of tactical objectives
- Situational awareness of adjacent teams and their tasks
- The status of their assigned team members so that they can immediately report status: conditions – actions - needs (CAN)

Individuals - Individuals are responsible for oneself and one's actions on the emergency scene. Individuals will be held accountable for:

- Actively listening to one's radio
- Knowing the air status
- Addressing safety concerns immediately
- Maintaining situational awareness of one's team
- Report to one's immediate supervisor
- Not freelancing

4.4 Resource Management

Resource management provides a systematic process for coordinating the assignment of resources to the incident. The procedures for managing resources should be implemented early and evolve to the extent needed to effectively manage the incident using the following terms and procedural guidelines.

The first arriving unit and Chief Officer shall go directly to the incident location, conduct a size-up, and initiate or establish command. The IC directs the placement of additional responding units at the scene or should direct units to staging at a given location.

Personnel responding in private vehicles may respond directly to the scene by:

- Placing vehicles well clear of the incident so emergency vehicles still have access
- Report directly to the IC to enter into the Passport Accountability System

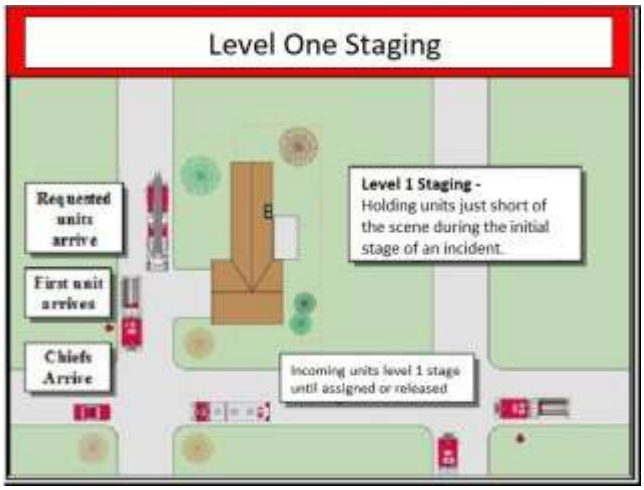
Level One Staging, Temporary Staging, Staging Area, & Level Two Staging

Resource management is essential for efficient coordination. The use of Level One Staging, Temporary Staging, Staging Area, and Level Two Staging are methods to facilitate this. Each has a specific purpose and application. The following table describes the purpose and application of Level One Staging, Temporary Staging, Staging Area, and Level Two Staging.

Initial Stage	**Level One Staging** – Allows the IC time to investigate, think, and plan, applicable only during the initial stages of an incident. When units arrive, they should announce such and include their personnel count. *"E21 arriving level one staging with 2".* Units may be directed to: *"Secure your apparatus and report to Temporary Staging".*	
Initial Stage	**Temporary Staging** – Allows the IC direct access to available teams during the initial stages of an incident. Once initial assignments are made or if incident operations need to be sustained, may be replaced with an assigned Staging Area.	**Personnel and Equipment Stage** ***Locate it***
Sustained Operations	**Staging Area** – Manages the expanded staging area, including; deployable teams, incident rehabilitation, and Equipment/SCBA cache, implemented to the degree necessary based on the needs of the incident. A Staging Area Manager shall be assigned.	
Sustained Operations	**Level Two Staging** – Provides the IC a designated area, removed from the incident scene, where deployed units' standby until they are assigned to the incident. Staged units may be directed to: *"Secure your apparatus and report to the Staging Area".* A Staging Area Manager should be assigned if the original first arriving company officer needs to be relieved. Units should report their personnel count to the Staging Area Manager. *"E21 arrived Level Two staging with 2"*	**Level Two Staging** ***Locate it***

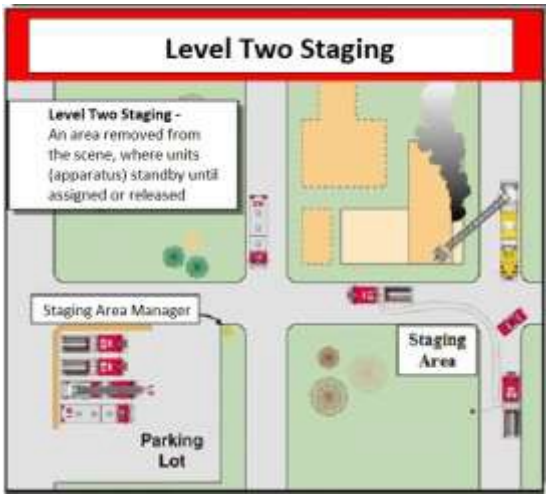
Level One Staging – Temporarily holding units just short of the incident scene during the initial stages of an incident. The IC may direct units to Level One staging as a means to give more time for investigation, decision making and/or the coordination of assignments. Units should announce their arrival at Level One staging, including their total number of personnel. The use of Level One Staging implies:

- Unless directed onto the scene, Temporary Staging, or Level Two Staging, responding units should automatically position short of the scene. *"Engine 21 arriving, level one staging with 2".*
- Staged units should position in a non-committed position that maintains easy egress without obstructing traffic. This allows them to make their final approach into the scene from any direction. (i.e. one block short of the scene, just short of the intersection, at a hydrant, etc.)
- Team members stay with their apparatus, available for immediate assignment.
- Units in Level One Staging may be directed to "Report", to Temporary Staging.
- When advancing to Temporary Staging, members secure their apparatus, then report to temporary staging in appropriate PPE and with necessary equipment for the Incident.



A Manager should be assigned for Level Two Staging. This role initiates with the first unit arriving at staging and is transferred as necessary until a dedicated Level Two Area Manager is established. The Level Two Manager is responsible for:

- Placing apparatus in a manner that allows for unobstructed egress
- Ensuring that crews remain intact and positioned with their apparatus
- Maintaining an inventory of available apparatus with their staffing levels
- Organizing complete crews for inadequately staffed apparatus
- When called for by the Staging Area Manager or Command, dispatching units as directed
- Area manager tracks the crew as they enter and leave staging, with time stamps as well as notating where the crew or apparatus was sent to



- Coordinating with the Staging Area Manager to ensure that adequate resources are kept available in Staging to meet anticipated resource requests; resources assigned to Level Two Staging can be requested for assignment by either Command or the Staging Area Manager; consider requesting a separate radio frequency to facilitate communications between Level Two and Staging Managers
- Securing any apparatus placed out-of-service

Temporary Staging – A temporary location designated at the incident scene at or near the Command post where available resources are pooled for ready deployment.

Example 1: *"Units in Level One Staging from Hostmark Command; Report, Temporary Staging is located on side Alpha."*

- **Initial resource pool**
- **Teams standby for immediate assignment**
- **Near Command Post**
- **Replaced by Staging Area**

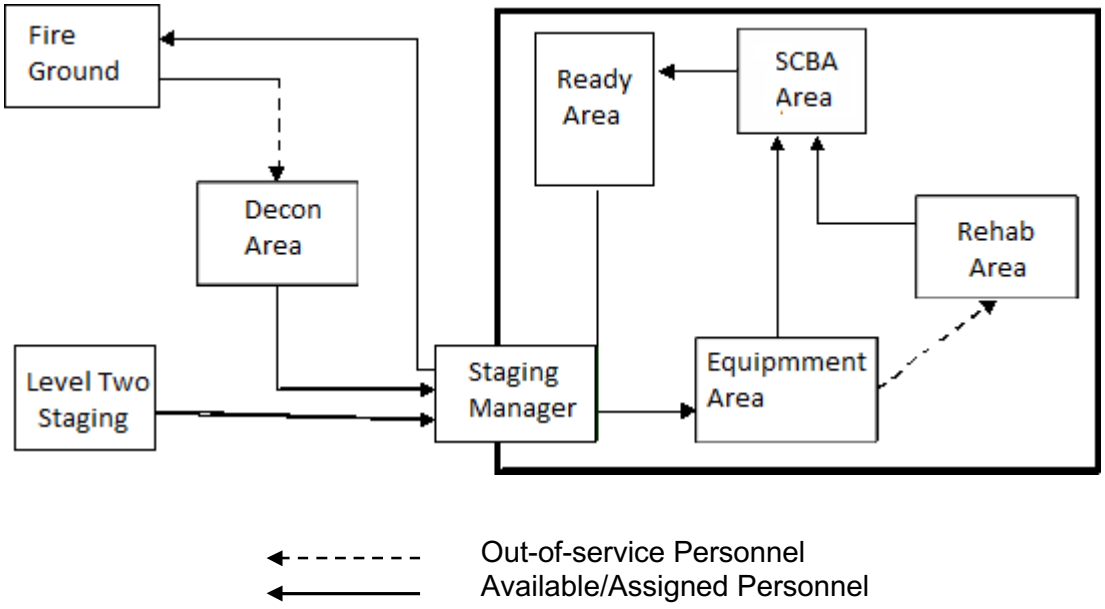
Staging Area – As the incident evolves a designated Staging Area, and Staging Area Manager, should be established where resources are assembled for immediate assignment as required by the IC. Staging provides the IC with a resource reserve for expanding and/or sustaining the incident. The Staging Area should be named, located, and implemented to the degree necessary, based on the needs of the incident.

The fully expanded staging area also provides a controlled area for managing a reserve resource pool of personnel and equipment. It is recommended that the IC predict the amount of need for sustained crews. This minimum number of ready crews needs to be communicated to the Staging Area Manager early as to allow the Staging Area Manager to better manage the draw down from Level Two Staging or the need to request additional resources through the IC.

When units in Level Two Staging are directed to advance to the Staging Area, they:

- Secure their apparatus leaving it at Level Two Staging, or at a designated location closerto the scene, and the team moves up to the scene
- As they arrive at the scene, the team reports to and checks-in with the Staging Area Manager
- The Staging Area Manager records the crew as an availableresource
- The crew then deposits any equipment at the Equipment Area and reports to the Ready Area to await assignment
- Staging Area Manager tracks the crew assignment as they check-in and leave out of staging with a notation as to where the crew was sent to

Sample Layout of a Fully Expanded Staging Area



As crews are relieved from the fire ground for rehab, they cycle through a Decon Area for removal of fire suppression debris. Once decontaminated, they check-in with the Staging Area Manager at the Funnel Point, drop off any available equipment at the Equipment Area, drop off their used SCBA for service, then report to Rehab. Personnel who need further medical monitoring or medical attention report to the First-Aid Station. Once rehab is complete, the crew moves to the SCBA area to pick-up a fresh SCBA cylinder. They then report to the Ready Area to await assignment.

Interior Staging: A forward staging area used in high rise structures, located two floors below the fire floor in a protected stairwell.

4.5 Closing

Accountability is the key to the success and safety of the incident. It is the responsibly of every individual to remain accountable and within the accountability system at all times. Team leaders, group/division/branch leaders, and IC each have their role within the system as well. Freelancing cannot be allowed. Personnel who are not properly checked in the system will not be allowed to work in the incident, no exceptions.

5.1 Communications - Introduction

This manual has given us the framework of how emergency responders should operate in emergency situations. We know how to make an informed decision on risk assessment, how to be accountable, and hold personnel accountable on the scene. The next step in this process is communication. The Incident Commander is responsible for initiating, maintaining, and controlling communications on all incidents. However, all personnel must understand their role and responsibilities in communicating on emergency scenes. This plan provides the guidelines necessary for effective incident communications.

5.2 Effective Incident Communications

For emergency responders to work together, they must be able to communicate with each other. This requires responders to understand and use commonly established communication structures, terminology, and procedures. Common terminology ensures that responders are able to clearly communicate with each other. Doing so enables them to effectively coordinate response activities no matter what the size, scope, or complexity of the incident.

Effective incident communication depends on the Incident Commander's (IC) ability to control communications coupled with disciplined use of communication procedures by those operating within the frequency network. Carefully managed and effective communication is crucial to safe and effective incident management.

It's better to invest the time needed to accurately communicate up front than to waste precious time correcting a mistake that could have been averted with effective communication

Key principles to effectively managing communication include the IC's ability to control communication; use standard terminology, articulate based on a model of hierarchy, and by utilizing disciplined procedures.

Control – The IC must be able to maintain control of communication by managing frequency assignments and directing the communication flow. Unless designated by CenCom at the time of dispatch, the transfer to alternative radio frequencies shall only be initiated by and at the direction of the IC. In addition, the IC must always be able to transmit on primary frequencies. If an IC is unable to transmit when and as needed, effective incident management is seriously compromised and their ability to command is lost.

Standard Terminology - The meaning of words is based on prior knowledge and experiences of the individual. Communication fails when individuals associate different meanings with the same word. The purpose of communication is to establish mutual understanding. The use of standard terminology promotes common understanding and significantly reduces the potential for miscommunication.

Communication Hierarchy – This term should be understood to mean simply articulating in the context appropriate for a given role. When supervising general staff, the IC's communication should remain strategic, rather than task-level. The IC establishes and communicates the Incident Action Plan, typically leaving task-level communications to the team leaders. Task level communication occurs at the team level, within a team, generally face-to-face, between team leader and team members.

Strategic Level communication: *"Engine 1 from First Street Command, establish Division Alpha, we are Offensive, you will have E2, M2, L1 reporting to you on Fire 3."*

Tactical Level communication: *"Engine 3 from Division Alpha, confine and extinguish from side alpha on floor 1."*

Task Level communication (Ideally, face-to-face): *"We're going to extend a Forward Apartment to side-alpha on floor 1, Smith you've got the 2 ½ bundle, Jones you get the wyed bundle."*

Task level communication should be face-to-face so that it is most direct and more efficiently supports both personnel and tactical accountability

5.3 Radio Etiquette

Radio communication is an essential command and control tool. Like any other tool, it can be ineffective if misused. The following general guidelines, if used, will dramatically enhance and ensure the efficiency of radio communications. The goal for all radio communication is to get the message from the sender to the receiver with complete accuracy and minimum delay, so that the least possible time is spent occupying the frequency.

The following guidelines are applicable to each and every radio transmission:

- Listen before you call – Someone else may be using thefrequency
- Know what you want to say before keying the microphone
- Remember the whole world is listening
- Use plain English
- Keep it short and simple *(Avoid; "Be Advised", "At this time")*
- Speak clearly - Use a normal tone of voice and do not speak toofast
- Don't shout - radios have a built-in amplifier
- Pause for breaks - Divide your message into natural phrases

5.4 Four- C Communication Model

Communication effectiveness is dramatically enhanced when conducted in accordance with the Four-C Communication Model. Consistent application of this model as the routine basis for radio procedures establishes the discipline necessary to assure that messages are heard, conveyed accurately, and thoroughly understood. Communication has not occurred until the message is accurately understood. Good communication needs to become a matter of habit. This occurs by deliberately and routinely modeling the Four-C Communication Model.

Connect: First, before attempting to communicate with others, ensure you have formulated a clear and concise message. If the message is not clear to the sender, it is sure to be misunderstood by the receiver. Connect with the receiver by getting their attention and then stating your unit name.

Example: **Sender:** *"Engine 1 from Sunset Command"*

Receiver: *"Engine 1"*

Convey: Transmit the message using normal volume and a normal tone of voice.

Example: **Sender:** *"Engine 1 place a ladder to the roof at side Delta"*

Confirm: The receiver repeats the message to the sender confirming it has been received and accurately understood.

Example: **Receiver:** "*Engine 1 copy, escape ladder to the roof at side Delta"*

Correct: **Listen** to ensure that the receiver understood correctly. The sender should correct any miscommunication and/or misunderstanding or provide assurance to the receiver that the message was understood correctly. **Correct confirmation as needed.**

Examples:

Incorrect: **Receiver:** "*E1 copy, escape ladder to the roof on side Bravo"* **Sender**: *"Negative E1, place the ladder on side Delta"* **Receiver**: *"E1 copy side Delta"*

Incomplete: **Receiver**: *"E1 copy, escape ladder on side Bravo"*

Sender: *"E1, verify place the ladder to the roof on side Delta"*

Receiver: *"E1 copy to the roof on side Delta"*

Correct: **Receiver**: "*E1 copy, ladder to the roof at side Delta"*

Sender: *"E1, affirmative"* (if confirmation is correct, reply with "affirmative")

5.5 Dispatcher Status & General Workflow

Frequencies will operate with dispatchers designated in one of three modes: assigned, dedicated, or no assigned dispatcher. These modes describe a dispatcher's status in terms of their primary responsibilities, simultaneous duties, and their degree of direct availability to fire units operating in the field.

Assigned Dispatcher – Normal operating status where the dispatcher actively monitors and responds to radio traffic on the assigned response frequency while passively monitoring Fire 1. An Assigned Dispatcher may be managing multiple frequencies, or may answer 911, or dispatch phone lines as staffing and workload dictate. If a dispatcher is assigned to Fire 1 and a response frequency, toning takes priority over all other duties except critical safety issues (i.e. Code Blue, Mayday, Emergency Traffic, etc.).

Dedicated Dispatcher – When a dispatcher is specifically assigned to support a single high risk event such as a working structure fire. The Incident Commander may also request a Dedicated Dispatcher during Primary Phase activities. Once incident stabilization has been achieved, the Incident Commander should consider releasing the Dedicated Dispatcher. Other duties (i.e. answering other frequencies or 911 lines) are avoided to the extent possible.

When a Dedicated Dispatcher is assigned, the Incident Commander may utilize that dispatcher for all additional resource requests, eliminating the need to switch to another frequency to request a second alarm, utilities, etc.

The Dedicated Dispatcher will notify the Incident Commander when they are in place and operational. Incident Commander's should release the Dedicated Dispatcher as soon as practical following incident stabilization or completion of the Primary Phase. A Dedicated Dispatcher may also request to be released when other CenCom workload dictates. In rare circumstances, resource limitations and/or heavy workload may prevent assignment of a Dedicated Dispatcher or even an Assigned Dispatcher.

No Assigned Dispatcher – When a frequency is assigned without an Assigned Dispatcher. This will occur when additional ground frequencies are requested for training and/or on-scene use below the Incident Commander's level (i.e. a frequency is assigned to Staging, Water Supply, or Triage) or may become necessary when workload is unusually high (i.e. multiple working fires or major events). When this occurs, dispatchers will advise the Incident Commander that there is "no assigned dispatcher" so the Incident Commander can take appropriate action (i.e. assign an on-scene Communications Aide, switch back to Fire 2, etc.).

There will also be times when an Incident Commander needs or wants a frequency assigned exclusively to their event, but they do not need the frequency to be monitored by a dispatcher. When this occurs, the Incident Commander should advise the dispatcher that an assigned dispatcher is not required.

5.6 Frequency Distribution

Dispatchers will coordinate the distribution of frequencies based on the event type, volume of activity, and the communication needs of the events. The following describes the primary purpose of each frequency and how they are intended to be utilized.

Fire 1 – Dispatch Frequency: For fire units, this is a "listen only frequency". Fire units will be dispatched on the Fire 1 frequency and assigned to a response frequency at the time of dispatch. An Assigned Dispatcher will passively monitor Fire 1 but could be assigned additional concurrent duties. Incoming radio traffic will be referred to the appropriate response frequency unless it is emergency traffic (e.g. Code Blue, Mayday, etc.).

Initial Dispatch – Using Fire 1, dispatchers will broadcast only the following information: Units dispatched, event type, event location, applicable safety messages such as 'Scene Not Secure', and the response frequency assignment if other than Fire 2.

Secondary information will be simulcast over Fire 1 and the Response Frequency.

If other than Fire 2, the Response Frequency will be announced at the end of the dispatch string. Therefore, units must be diligent about listening to the entire dispatch string to ensure *they capture all of the information.*

Fire 2 – Primary Response Frequency: This is the primary "talk frequency" fire units use to communicate with CenCom. Unless assigned to an alternate response frequency, Fire 2 is the frequency fire units use for all response and event communications. An Assigned Dispatcher will actively monitor Fire 2 but could be assigned additional concurrent duties.

Recording – All CenCom frequencies are recorded regardless of assignment. Therefore, units should refrain from using a frequency that has not been assigned and all personnel should maintain professional radio conduct at all times.

Fire 2 is the default Response Frequency. Units that are not currently assigned to an event but need to contact CenCom should do so on Fire 2. Examples include a closer unit that may self-dispatch, units reporting an event, walk-in events, a unit relocating, etc.

Unit Communication – Fire units receive their initial dispatch information on Fire 1 and switch to their assigned frequency. Once on their assigned response frequency units use that frequency to:

- Announce their en route status (verbal or MCT)
  Exception: On structure fires, units go en route on Fire 2 and then switch to the assigned frequency (see 5.7)
- Conduct event communications
- Announce their availability status (verbal or MCT)

Secondary Dispatch Information – Following the initial dispatch and on the assigned response frequency, dispatchers will provide additional event information related to the reported situation: scene safety, previous events, patient information, address information, etc.

Secondary Response Frequencies (Fire 3, Fire 4, TAC 7, and Fire 5): Several frequencies will be available to serve as Secondary Response Frequencies. These frequencies will be specifically assigned by CenCom to support a single event such as a working structure fire; to distribute dispatcher workload during periods of high volume; or any other high-risk event. An Incident Commander can also request the event be switched to a Working frequency. CenCom policy is to assign frequencies in this order: Fire 3, Fire 4, TAC 7, and Fire 5. For any response involving law enforcement and fire, including water rescue incidents, TAC 7(primary) or LE 4 will be assigned.

Tactical Frequencies (TAC 8, TAC 9, and TAC 10): Several tactical frequencies will be available to the Incident Commander to serve as additional on-scene tactical frequencies. These are assigned by CenCom upon being requested by the Incident Commander.

CenCom Frequency Description:

Frequency	Function	Type	
Fire 1	Dispatch	Simulcast/Simplex	
Fire 2	Primary	Simulcast/Repeated	**Emergency Traffic Tone**
Fire 3	Secondary	Simulcast/Simplex	**Emergency Traffic Tone**
Fire 4	Secondary	Simulcast/Simplex	**Emergency Traffic Tone**
Fire 5	Tactical	Simplex	**Emergency Traffic Tone**
Fire 6	State REDNET	Simplex	
Tac 7	Tactical frequency shared w/law	Simulcast/Repeated	**Emergency Traffic Tone**
Tac 8	Tactical frequency shared w/law	Simplex	
Tac 9	Tactical frequency shared w/law	Simplex	
Tac 10	Tactical frequency shared w/law	Simplex	

Simulcast *– CenCom transmissions are broadcast on all towers*
Repeated *– Transmissions by CenCom and field units broadcast over all towers*
Simplex *– Transmissions broadcast on none or only one tower*

5.7 Working/Greater Alarm Frequency Assignments

Upon dispatch, units will automatically respond on Fire 2 response frequency. For structure fire incidents, CenCom will automatically assign a working frequency at the time of dispatch. If an incident is upgraded to a structure fire prior to any unit's arrival, CenCom will re-dispatch the incident (balance of alarm) and assign all units to a working frequency.

If a working frequency has been assigned at time of dispatch, units will go en route on their MCT or Fire 2 and then switch to and announce their arrival on the assigned frequency. If a unit mistakenly communicates on the wrong frequency, CenCom will direct them to the correct frequency. If a unit mistakenly communicates on the wrong frequency and has not received an acknowledgement from CenCom, they should repeat their traffic after switching to the correct frequency.

On all greater alarms (i.e. 2nd and 3rd alarms), units will go en route and arrive at Level Two staging via the MCT or verbally on Fire 2 if an MCT is unavailable. If Level Two staging has not been established, then responding greater alarm units will arrive and verbalize on the assigned working frequency.

Once units are on the scene, only the Incident Commander may initiate the transfer to an alternative radio frequency. This may occur at any point following dispatch. However, unless assigned to an alternative frequency at the time of dispatch, it is recommended that transfers not be made until after the period of initial response, following arrival of first alarm units.

Command Channel: On greater alarm incidents, the Incident Commander may separate command and tactical communication to separate channels. The Incident Command will designate the Response Frequency as the Command Channel and may assign Tactical Frequencies to tactical resources (Branches, Divisions, Groups, etc.). Communication to and from the Incident Commander or supervisors will be performed on the Command Channel. Communications within the tactical resources will be on the assigned tactical frequency, which will require the supervisor to monitor and communicate on both the command and tactical channel.

5.8 Unit Response Terms (Priority vs. Non-Priority)

The following terms define the response mode used by emergency vehicles. Each term is defined as follows and is accompanied by an example of how the terms should be used in routine radio communications.

Non-Priority Response - Emergency vehicle response **without** the use of audible or visual warning devices.

Example: *"CenCom from Engine 1, unable to locate; have all units continue Non-Priority"*

Priority Response - Emergency vehicle response **with** the use of audible or visual warning devices (lights, and sirens) activated.

Example: *"CenCom from Engine 1, request Medic 3 continue priority"*

5.9 Radio Designators

ICS Radio Designations - Always transmit and respond to radio transmission by including a designator. Simply responding with "go ahead" does not identify who's talking to whom. The following guidelines and examples illustrate how radio designators should accompany radio communications with ICS General Staff positions.

- **Divisions** – Division Supervisors are contacted by their Division designator: *"Division Alpha", Division Bravo", "Division Charlie", Division Delta" etc.*

  Example: **Command***: Engine 2 from Main Street command*

  Engine 2: *Engine 2*

  Command*: Engine 2, establish Division Charlie, you have E1 and E3 assigned to you, your tactical objectives are_____.*

  Engine 2: *Engine 2 received, establish Division Charlie, and I have E1 and E3, with tactical objectives_____.*

- **Groups** – Group Supervisors are contacted by their Group designator: *"Ventilation Group", "Salvage Group", "Evacuation Group", "Rescue Group", etc.*

  Example: **Command***: Engine 3 from Naval Command*

  Engine 3: E3,

  Command*: E3, establish Rescue Group from side Charlie, you have E2 assigned and you will be on Fire 4*

  Engine 3: *E3 received, establish Rescue Group, from side Charlie, I have E2*

  Command*: Affirmative, I will assign E21 to you upon their arrival*

  Engine 3*: Rescue Group received, E21 will be assigned on their arrival*

- **Teams** – All radio transmissions to and from teams shall be made using the team's designator to maintain tactical accountability. Teams should **not** be contacted by their assigned task. For example: Engine 3 assigned to ventilation shall be identified as *"Engine 3"* not "Ventilation".

  Example: **Command***: Engine 4, from Battalion1*

  Engine 4*: Engine 4*

  Command*: Engine 4 you will be assigned RIT on alpha side*

  Engine 4*: Engine 4 received, E4 will be RIT on side alpha*

- **Split Teams** – When teams are split, the original team leader retains the team's original designator, while the team leader of the newly formed becomes Team B.

  Example: *Engine 5 splits to form two teams, their designators become "Engine 5" and "Engine 5 Team B".*

- **Team/Unit Leaders** – To contact a team leader, simply use the team's designator. Team leaders answer for the team, so calling the team's designator will contact the team leader.

- **Team Members** – In the rare occasion an individual team member needs to be contacted, they should be contacted by using their team designator and name.

  Example: *"E1 Smith from ….."*

- **Apparatus Operators** – The term apparatus applies to all types of fire department vehicles. Therefore, to contact the driver/operator of an apparatus use the unit designator followed with the term driver.

  Example: *"E1 Driver from …."*

5.10 Assignments

Arriving Units

Standard procedure dictates that; unless otherwise directed, arriving first alarm units are to automatically stage (Level One) as they arrive. In this case, the IC can directly assign units upon their arrival. When responding units are to report directly an immediate assignment the IC can do so as follows:

Example: **Command***: Engine 5 from Second Street Command*

Engine 5: *Engine 5*

Command*: Engine 5 report directly to DivisionBravo for assignment*

Engine 5: *Engine 5 received, report directly to Division Bravo*

Command*: Affirmative. Break. Division Bravo from Second Street Command*

Engine 1: *Division Bravo*

Command*: Division Bravo, Engine 5 is now assigned to you*

Engine 1: *Division Bravo received, Engine 5 is now assigned to Division Bravo*

Assignment:

When making an assignment, the team should be given sufficient information to understand what their objectives are and how to perform the assignment safely. In addition to what the assignment is and what the objectives are, the team leader should know; what the incident strategy and priorities are, who the team is reporting to, resource limitations and availability, and hazards or safety concerns. Using standardized assignments and effective incident communications allows assignment to be given over the air in a concise format.

Command*: Engine 5 from Second Street Command*

Engine 5: *Engine 5*

Command*: Engine 5, you are assigned to Fire Attack from Alpha on Floor 1*

Engine 5: *Engine 5 received, Fire Attack from Alpha on Floor 1*

Completing an assignment:

Accountability is important at every level of the incident. When a team has completed their assigned task (or unable to complete) they are to report to their supervisor. This report shall include their unit number, the task completed, and personnel accountably report (PAR) of the team.

Example: **Engine 3**: *Command from Engine 3*

Command: *First Street Command*

Engine 3: *Primary search on the first floor is complete, nothing found, E3 is PAR with 3, no needs*.

Command*: First Street Command copy, primary search on the first floor is complete, nothing found, E3 is PAR with 3, no needs*

Note: Teams assigned to a life safety assignment (e.g. rescue, search &rescue, primary search, secondary search, etc.) reports completion of their search for victims to their supervisor. When no victims are found, the team leader reports "…. Primary search complete, nothing found".

5.11 Incident Orientation

Incident Orientation allows all personnel on the scene to work from a common 'map' and avoid confusion. Incident Orientation is maintained by the use of the 'From' and 'On'.

- ***"From" - Division Designators***

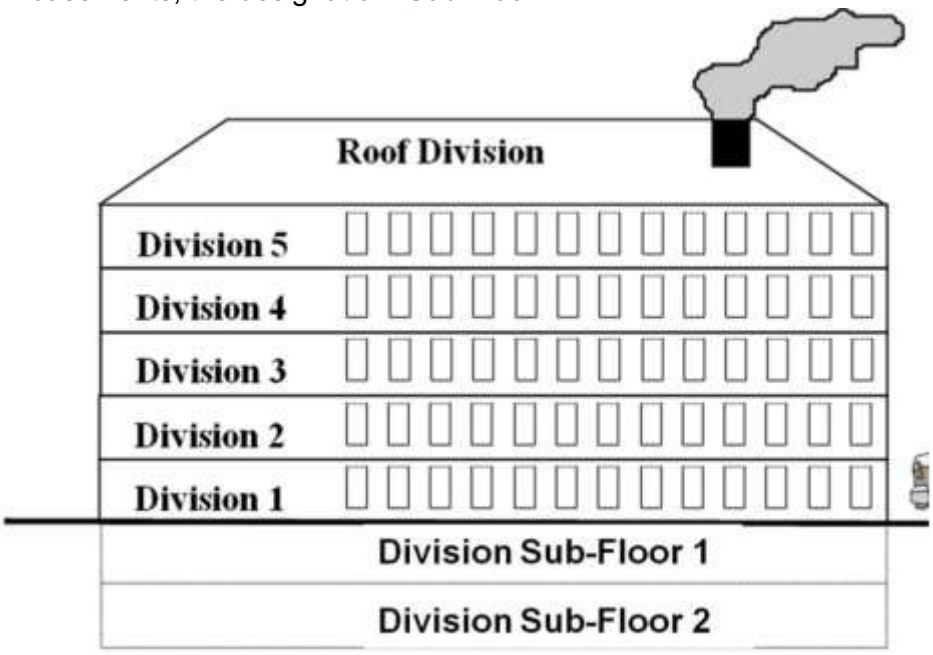
Division designations are used to orient the incident geographically and to organize assigned areas of responsibility within the command structure. Alphabetical designations identify and orient responders with a building's exterior. Designations start at the front or address side of a building progressing clockwise around the building as illustrated. Side Alpha usually indicates the front (address) side of the building, side Charlie refers to the back of the building. The Incident Commander is responsible for communicating which side will be side 'Alpha' for the incident, which should be done during the arrival or size-up report. A division supervisor assigned to the back of the building would be designated "Division Charlie" Corners are referred to by using the two adjoining sides (i.e. Alpha/Bravo corner.)

For clarity of purpose, the phonetic designations of "Alpha", "Bravo", "Charlie", "Delta", "Echo", and "Foxtrot" shall be used for radio communications of division designations. For example: *"Division Delta from Command."*

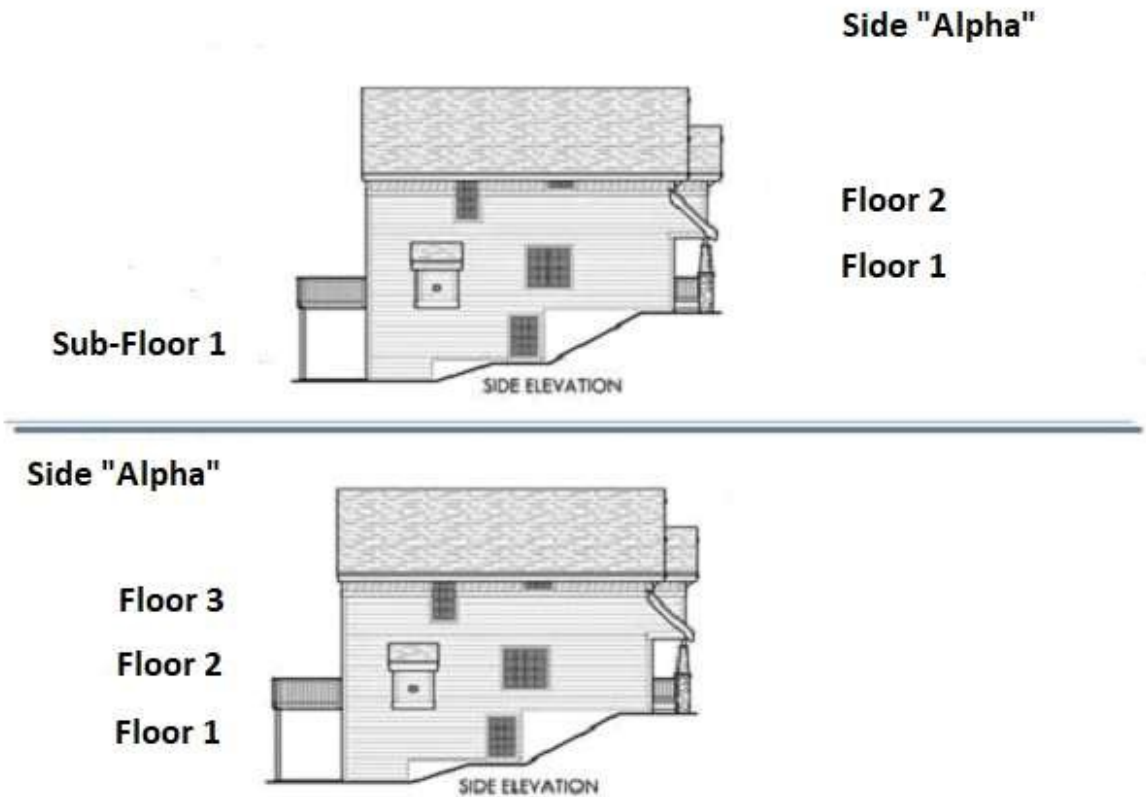
Exposures designations

- ***"On" - Floor Designation***

With multi-story occupancies, floors and/or divisions are to be designated by floor number (Division 6 indicates 6th floor). For levels below grade such as basements and daylight-basements, the designation "Sub-Floor 1".



Daylight Basement Example



Scenario: *Crews arrive at a multistory residential structure with a room and contents fire on the second floor. They enter the structure through the front door (From side Alpha). They advance up the stairs to attack the fire on the second floor (On floor two). The Strategy is Offensive, oriented "From" side Alpha, "On" floor two. All assignments within the IDLH environment should be made using this process.*

***** NOTE*** Predesignated floor markings of structures **shall** take precedents over a building orientation from an incident designated side "Alpha." Clear communications shall be given if a floor of a building is partially below grade and lacks 360° points of egress or if there is a sub-floor below.

5.12 Status Reports (C.A.N. & P.A.R.)

During the incident the Incident Commander or the Division/Group supervisor can periodically request either a “CAN” or a “PAR” report from the crews or supervisor working under them.

Conditions, Actions, Needs Report (CAN) – The status report given to the Incident Commander or Supervisor that details Conditions, Actions, and Needs. These reports provide important feedback, specific to the effectiveness of assignments towards meeting their tactical objectives.

C.A.N Report/Status Change: Change in location, change in conditions, actions completed (or unable to complete) or requested by IC.

Conditions *Examples of Conditions*	**Actions** *Examples of Actions*	**Needs** *Examples of Needs*
• Where you are • Any obstacles you encounter • Smoke & heat conditions • Interior visibility • Interior layout • Fuel loads • What’s burning • What’s not burning	• Completing assigned objective • Knocking down fire • Completing primary or secondary search • Pulling ceiling • Opening up the roof • Performing salvage • Fire under control	• Urgent help • Reinforcement • Relief • Support to current assignment • Tools or equipment • Cover other areas • More line, more water • More ventilation

Example: **Command***: Engine 1 from Main Street Command, CAN Report.*

Engine 1*: Engine 1 has moderate heat, heavy smoke, continuing Fire Attack on floor 2, 75% air, need ventilation.*

Command*: Main Street Command copy, E1 has moderate heat, heavy smoke, continuing Fire Attack on floor 2, 75% air, need ventilation.*

Personnel Accountability Report (PAR) – These are used to confirm that all members assigned to a team are visually accounted for by their team leader and that each team member has an adequate air supply reserved for their exit. It is important to maintain personnel accountability throughout the incident. Personnel accountability reports are provided in one of two ways:

- Team leaders provide them during a roll call to verify team member accountability, or
- Provide for on-going accountability by including them as a component of routine team status reports.

Example: **Command***: Engine 1 from Main Street Command, PAR Report*

Engine 1*: Engine 1 is Par with 2*

Command*: Command copy, Engine 1 is PAR with 2*

5.13 Roll Call on Incidents

Roll Call - During a roll call, the unit designator and number of personnel is given. When called, the Incident Safety Officer replies: *"Safety . . . PAR with 1"* indicating the Incident Safety Officer is okay, accounted for, and has no assigned personnel to account for other than themselves. Any discrepancies in accountability must be addressed as soon as they are identified.

Command*: All Units from Wallace Command, standby for a roll call for accountability*

Command: *Safety from Wallace Command, Roll Call*

Safety: *Safety is PAR with 1*

Command: *Received Safety PAR with 1, break; Engine 21*

E21: *Engine 21 is PAR with 3*

Command: *Received Engine 21 PAR with 3, break; M21*

Continued until all units report their accountability

Acknowledgement Tool – An acknowledgement tool is used anytime the Incident Commander wants to communicate (acknowledge) to all units or a large group of units operating at the incident scene. Examples when the acknowledgement tool should be utilized are: When changing from an offensive to defensive mode, to account for all personnel on the scene, changing frequencies, or changing supervising of teams. The Incident Commander or Supervisor initiates and manages the acknowledgement tool as follows:

Command*: All units from Wallace Command, we are moving to Fire 3. All units we are moving to Fire 3, Standby to acknowledge on Fire 3.*

Command: *Engine 2 acknowledge*

Engine 2: *Engine 2 acknowledge, on Fire 3*

Command: *Ladder 1 acknowledge*

Ladder 1: *Ladder 1 acknowledged, on Fire 3*

Command: *Medic 1 acknowledge*

Medic 1: *Medic 1 acknowledged, on Fire 3*

Command: *Engine 1 acknowledge*

Engine 3: *Engine 3 acknowledged, on Fire 3*

……Continued until all units report their new assignment

Command: "All units are now on Fire 3"

5.14 Emergency Radio Procedures

The following terms and communication procedures are used to facilitate the management of emergency situations on any incident. For the terms to function as they are intended, their use should be in accordance with the procedures illustrated as follows:

Mayday – The nationally adopted "Call for Help" term used to indicate that an emergency responder is in peril, regardless of the type of incident they are operating on. Specifically, this means a responder is in peril, needing **immediate help.** "Mayday" is to be repeated three times over the radio followed by announcing *Who, Where, What*. **Who** is calling the 'mayday', **Where** are they located and **What** is the 'mayday'.

Example: **Engine 1:** *Mayday, Mayday, Mayday! Engine 1, Wallace, second floor, ceiling collapse.*

Command: Engine 1, Command copies your Mayday, Wallace, second floor, ceiling collapse.

Person declaring a "Mayday" will be in distress and may not be able to repeat their "Mayday" call. It is critical that dispatchers and command staff continuously monitor radio traffic to ensure all communications are heard the first time. CenCom has the ability to identify which unit declared the "Mayday" and to replay recent radio traffic to assist the Incident Commander as requested.

The firefighter safety and survival section will provide additional information on the parameters which require a "Mayday" to be declared, and the procedures for responding to the firefighter emergency.

Code Blue – "Code Blue" is the term utilized by personnel to call for emergency assistance from law enforcement when their safety is threatened due to an imminent threat of violence. The intent of CenCom procedures will be to obtain assistance for the "Code Blue" unit, without drawing attention to the unit calling for help. CenCom will immediately dispatch law enforcement to respond to the incident priority. CenCom will not communicate with the unit calling Code Blue after it has been initiated.

CenCom will automatically assign subsequent fire events to a new frequency until the Code Blue situation has been resolved. Units already active on the initial frequency should either switch to the new opened frequency or use their MCT for status changes as appropriate. The Emergency Traffic marker will NOT be used. However, due to the ability of radios to scan multiple frequencies, radio traffic during a Code Blue should be made with the assumption that it may be broadcast on the "Code Blue" unit's radio.

Example: *CenCom from Medic 77, Code Blue*

***Emergency Button (EMER)* -** Portable and mobile radios are equipped with emergency buttons which, when depressed, send an electronic signal to CenCom identifying the radio sending the signal. This may include unit, name, position or agency. The Emergency Button is a supplement to a "Mayday" or "Code Blue" call and is not intended to replace the verbal call for help. An EMER activation that is not accompanied by an immediate "Mayday" or "Code Blue" call will initiate CenCom procedures to determine the status of the unit. The dispatcher will status check a unit that activates their emergency button differently based on activity and an established incident command.

EMER Activation by an available unit or a unit not assigned to an established command: CenCom will make two attempts to contact the unit on the same frequency as the EMER Activation was received on. If the unit fails to respond, CenCom will initiate a "Help" call dispatching Law Enforcement to the unit's station, last known location, or Automatic Vehicle location if available.

Example:

CenCom: *Medic 21 from CenCom*

CenCom: *Medic 21 from CenCom*

EMER Activation on an incident with Command established:
CenCom will make two attempts to contact the unit. If the unit does not respond, CenCom will then notify the Incident Commander of the EMER activation, allowing the Incident Commander to determine the status of the unit. When a "Mayday" is verbalized but is not acknowledged by the Incident Commander within 30 seconds, CenCom will notify the Incident Commander of the "Mayday."

Example:

CenCom: *Medic 71 from CenCom*

CenCom: *Medic 71 from CenCom*

CenCom: *Sunset Command from CenCom, I have received an EMER activation from Medic-71 Driver*

Sunset Command: *Sunset Command received, EMER activation by Medic-71 Driver, break Medic 71 from Sunset Command, Status Report?*

Medic 71: *Sunset Command from Medic 71, Medic-71 Driver is down on the 2nd floor, declaring a Mayday*

Clearing EMER Activation:

An EMER Activation can only be cleared/reset by CenCom, and then by turning the radio off. CenCom will only clear/reset the EMER activation after direct contact is made with the unit.

Example:

CenCom: *NKFR-Smith from CenCom, you have an EMER Activation on Fire 2*

NKFR - Smith: *NKFR-Smith, this is an accidental EMER activation*

CenCom: *CenCom received this is an accidental EMER activation by NKFR-Smith, EMER is cleared, please reset your radio.*

Priority Traffic– Used over the radio to request everyone momentarily clear the air of normal radio traffic, so that a message of greater importance may be transmitted. Once the message is transmitted and responded to, normal traffic may resume. Anyone can send priority traffic.

Example:

Engine 1*: Sunset Command from Engine 1, Priority Traffic*

Command: Command, go ahead with your Priority Traffic Engine 1

Engine 1*: Engine 1, we have discovered heavy fire extension to the third floor . . .*

Priority Traffic
Enables the sender to momentarily interrupt radio traffic to relay an important message.

Emergency Traffic – The term used by the Incident Commander to clear the air of radio traffic so that critical emergency communications can be transmitted. **Anyone can request Emergency Traffic, but only the Incident Commander can declare it.** Doing so is used exclusively in emergency situations so the Incident Commander can control communications, thereby assuring that critical information can be transmitted.

To initiate Emergency Traffic, the Incident Commander must do so by requesting CenCom to initiate Emergency Traffic. CenCom will broadcast an Emergency Traffic alert tone and advise all units to clear the air for emergency traffic. Emergency Traffic means clear the air of all radio traffic not directly related to the firefighter safety issue.

Emergency Traffic
Allows the IC to capture and control communications so the emergency can be managed.

Example:

Command*: CenCom from Hostmark Command, declaring Emergency Traffic*

CenCom: *(**Emergency Traffic marker tone)** CenCom, Hostmark Command has declared Emergency Traffic*

Command: *All units from Hostmark Command, we have a partial collapse of the roof . . . Break . . . All units abandon the building and prepare for an Emergency roll-call to acknowledge . . .*

CenCom will broadcast a marker tone to signify that the frequency is operating in the Emergency Traffic mode. Normal traffic can be resumed once the Incident Commander determines the Emergency Traffic mode is no longer needed. The Incident Commander concludes Emergency Traffic by requesting CenCom resume normal traffic. CenCom will cancel the marker tone and advise all units that the Incident Commander has resumed normal traffic.

Withdraw – The orderly removal of all responders, their tools and equipment from a hazard area, possibly in preparation for changing from an Offensive to a Defensive mode.

When "Abandon" is declared, Emergency Traffic is also initiated

Example:

Command: *Division Alpha from Hostmark Command . . .*

Division Alpha: *Division Alpha*

Command*: Division Alpha, withdraw your personnel and switch to defensive mode" . . .*

Division Alpha: Division alpha received, withdrawing personnel from the building and switching to Defensive, Break: Engine 1, Aid 3, Engine 2 from Division Alpha, withdraw from the building to change to defensive mode, standby to acknowledge . . .

Abandon – The call given to signal the immediate escape of all teams from a specific hazard area. Examples include: "Abandon the building", "Abandon Division Alpha", "Abandon the Hot Zone", "Abandon the Bravo Flank", etc. When directed to "Abandon . . .", affected teams are to immediately, without question or hesitation, drop everything (keep hose line only if necessary) and get out the quickest, safest way possible.

The call to "Abandon" is to be accompanied with an emergency alert signal broadcast by CenCom, using a high/low warble over the operating frequency. The abandon signal is followed with the initiation of Emergency Traffic.

Example:

Command: *CenCom from Sunset Command, initiate the Abandon Alert Signal and Emergency Traffic*

CenCom: (Abandon Alert Signal) . . . *All units at Sunset Command; Abandon the building . . . All units at Sunset Command; Abandon the building*

CenCom: (Emergency Traffic signal) . . . *Sunset Command has declared Emergency Traffic . . .* **(Emergency Traffic marker tone)**

Command: *All units from Sunset Command, standby for Roll Call to acknowledge abandoning the building, Break, E71 acknowledge abandon*

When the call to “Abandon” is initiated, all units operating in the hazard area shall not wait for permission, they are to act immediately by abandoning the hazard area. There should be no delay waiting for the communications process to be completed. The communication procedures provide the Incident Commander with control over communications. Notification is then verified by requiring units to acknowledge their receipt of the call to “Abandon”. As units have cleared the hazard area, a roll-call is conducted to verify that their safe exit is accounted for.

5.15 Closing

Communication must be clear and concise at every incident scene for firefighter safety. The four steps of effective communication provide the tools necessary to communicate with each other when times are stressful. Each person on the incident scene is responsible for relaying information using the methods outlined in this chapter. Incident Commanders will manage the incident using the proper terms, procedures, and communication skills to retain control of the incident. It is incumbent upon each person to participate in frequent training to practice these procedures. The key to this process is to connect, convey, confirm and correct if needed.

6.1 Incident Action Planning - Introduction

The incident commander is required to develop an overall strategy and incident action plan for all emergency incidents. This is a requirement of Washington administrative code. The Incident Action Plan is simply the plan for mitigating the incident and includes three components:

- **Why** we are here**;** The **Incident Priorities** described as Life Safety, Incident Stabilization, and Property Conservation.
- **How** we are going to approach mitigating the incident; **The Strategy**, or general approach for handling the incident, usually described as Offensive or Defensive.
- **What** we are going to do; The **Strategic Objectives,** described in broad terms and implemented through tactical objectives (Chart 6.7, Pg. 57).

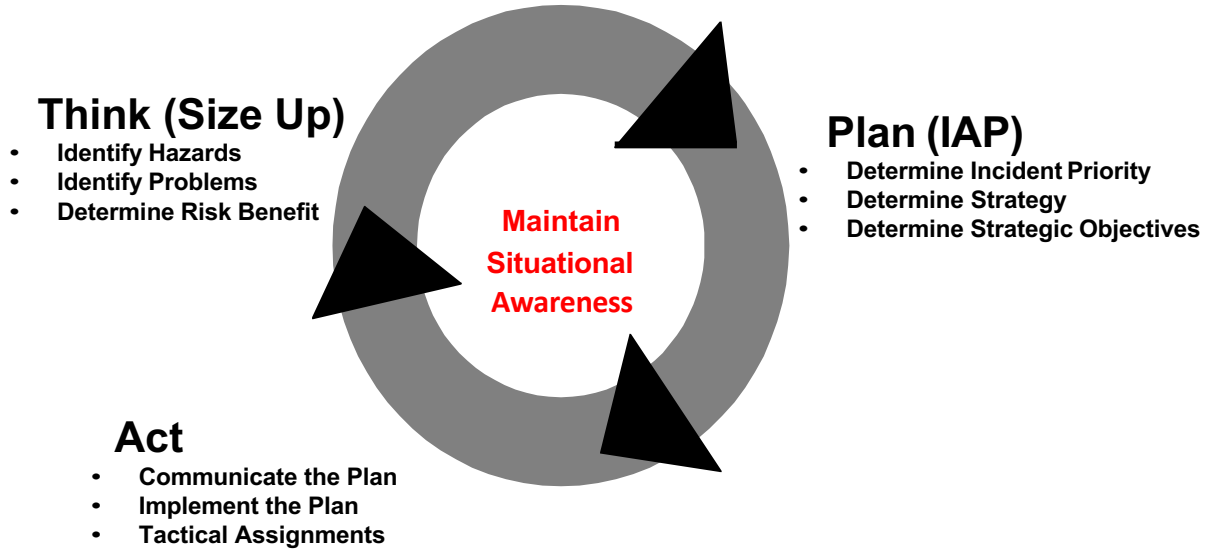
The Incident Action Plan can be a mental plan formulated by the Incident Commander or recorded on a tactical worksheet or IAP Template. The Incident Action Plan is only required to be written out on Hazardous Materials and Confined Space Incidents.

The Incident Action Plan is the result of the Incident Action Planning Process. Simply put, the Incident Commander is required to deliberately.

- **Think:** Size-up the incident identifying risks, identifying problems, and performing a Risk/Benefit analysis
- **Plan:** Developing the Incident Action Plan
- **Act:** Implementing the plan by assigning resources to tactical objectives and incident support

6.2 All Hazard - Incident Action Planning

The Incident Commander is responsible for incident planning, a process that includes the collection, evaluation, dissemination, and use of information about the development of the incident and status of resources. This information is used to create the Incident Action Plan (IAP). The IAP defines the incident priorities, strategy, and strategic objectives used to mitigate the incident.



6.3 Think: Size up

Pre-Incident Knowledge
Well before the day of an incident, responders have many opportunities for pre-incident size-up. Every company inspection, pre-incident walk-through exposes responders to pre-incident knowledge. This pre-incident size-up provides responders with a valuable level of knowledge, readily available upon arrival at the scene. Armed with this prior knowledge, responders arrive already familiar with such considerations as access, building layout, hazards, construction features and integrity, topography, fuel load and predictable fire behavior, occupant load, and much more.

Scene Size-up
The scene size-up allows the incident commander to gain initial situational awareness about the incident, which is required to develop an Incident Action Plan. The scene size-up begins as the officer arrives on scene and gains an initial impression of the scene. However, the officer must perform a systematic evaluation of the scene which includes:

- Contacting occupants/bystanders to obtain information
- Performing a 360° survey of the building/incident.

A properly performed size-up will allow the incident commander to identify the following critical information:

- **Identify Hazards**: Things that can harm our personnel that are unique to the scene (wires down, traffic, imminent collapse, hostile citizens, building construction, etc.)
- **Identify Problems**: Problems for us to solve (Fire, smoke, victims, access limitations), including the anticipated progression of the incident and resource limitations.
- **Value**: Identify the potential to save lives, stabilize the incident, and conserve property.
- **Determine Risk Benefit**: The incident commander is required to balance the level of risk personnel will be exposed to with the value to be gained. Section 2 provides a detailed explanation of the risk management process.

6.4 Plan: Incident Action Plan –Incident Priorities

Incident Priorities: *<u>Why</u> are we here*. Three incident management priorities are used as the basic framework for incident action planning. These priorities establish operating philosophies that govern the order of importance given to strategy and strategic objectives. They also establish the limitations for acceptable risk as outlined in Chapter 2 of this manual and/or by individual department policy. The three incident priorities, in order of priority, are:

1. **Life Safety**
2. **Incident Stabilization**
3. **Property Conservation**

6.5 Plan: Incident Action Plan – Strategy

Strategy: *how the Incident will be handled.* The strategy is the general plan or direction selected to accomplish the incident priorities. The strategy gives general direction to the personnel operating at the incident as to how the incident is intended to be mitigated. In incidents that do not have a defined IDLH or hot zone a strategy may not be announced. For incidents involving a hot zone with an IDLH environment, the Incident will be mitigated with an Offensive or Defensive strategy.

Incident Strategy

- **Offensive:** Personnel are assigned to operate within a Hot Zone with an IDLH environment
- **Defensive:** Incident mitigation will be conducted from outside of the Hot Zone, and personnel will not be placed in a position of greater risk.

6.6 Plan: Incident Action Plan – Strategic Objectives

Strategic Objectives: *describing what we are going to do*. Strategic objectives are specific, measurable, attainable, results-oriented, timely goals which describe what is going to be done, consistent with the Strategy. These are the "big picture" objectives you use to manage your incident; the typical incident may have anywhere from 3 to 7 Strategic Objectives, being carried out by the crews through various tactical objectives. The Strategic Objectives can only be developed after the Incident Commander has determined the incident Strategy. Itis the responsibility of the Incident Commander to develop and prioritize Strategic Objectives appropriate for each incident type. The Strategic Objectives will increase and decrease in scope depending on the complexity and size of the incident. The RECEO-VS acronym is an industry standard guide to Objectives and is found below in the list of Strategic Objectives common for Structure Fire Incidents.

Strategic Objectives - Structure Fire Residential

Life Safety	Incident Stabilization	Property Conservation
Rescue	Confinement	Salvage
	Extinguishment	Overhaul
	Exposure Protection	Water Supply
	Ventilation	
Firefighter Safety		
Standby (2-out)	RIT	Medical
Reserve Crews	Rehabilitation	

Prioritizing Strategic Objectives

Part of Strategic decision making is not only to select Strategic Objectives, but also to prioritize them. While Life Safety will always be the first priority, based on incident conditions or the rules of engagement, incident stabilization activities may have to be performed first. An incident with identical conditions may have different Strategic Objectives based on the life safety status of a building. Next are sample Strategic Objectives, and supporting tactical objectives, for identical fire conditions, but with different life safety situations.

6.7 Act: Implementing the Plan – Tactical objectives

The Incident Action Plan is implemented by assigning Tactical Objectives to resources. The Incident Commander, and supervisors, are responsible for the efficient use of resources to accomplish the Strategic Objectives, while providing for the safety of personnel.

Tactical Objectives will come in many different forms. The level of detail needed when communicating the assignment will depend upon the complexity of the incident and the nature of the assignment. The intent is for the team leader receiving the assignment to understand the Strategic Objectives and who the team is reporting to.

After receiving the Tactical Objective, the team leader will be asked to confirm their receipt of the assignment. If any of the above information is not understood, the team leader shall request clarification.

To improve the efficiency when assigning a resource to complete a Strategic Objective, standardized Tactical Objectives have been developed. A common understanding of the roles and responsibilities for these objectives is critical to safe operations. Below are examples of standardized Tactical Objectives and their associated Strategic Objective for structure fire incidents.

Incident Action Planning

Standardized Tactical Objectives
Structure Fire Residential-Offensive Strategy

	Strategic Objective	Tactical Objective
Life Safety	Rescue	Rescue: Assignment to search for a known rescue of a viable victim or to remove a victim from imminent harm.
	Rescue / Search & Rescue	VEIS: Assignment to force entry and then perform a rapid search of specific area which is or can be isolated from the fire by closing an interior door.
	Search & Rescue	Search and Rescue: Assignment to search an area with a high likelihood of having a viable victim.
	Primary Search	Primary Search: Assignment to search for a victim in an unknown if occupied structure during the primary phase of an incident
	Evacuate	Evacuation; Assignment to remove civilians from a hazard area
	Secondary Search	Secondary Search; Assignment to conduct a thorough search for victims during the Secondary Phase of an incident.
Incident Stabilization	Investigating	The initial tactical mode in which the scope of the incident is unknown and the incident commander is attempting to gain initial situational awareness by performing a size-up
	Exposure Protection	Prevention of fire spread to internal or external (adjacent) structures
	Confinement	Transitional Attack; Assignment to slow the spread of fire or fire growth by applying a straight or solid stream through an exterior opening
	Confinement	Confine: Assignment to prevent fire spread to unaffected areas from an offensive position, may be combined with Extinguishment
	Extinguishment	Extinguish: Assignment to extinguish the fire from an offensive position, often combined with Confinement assignment
	Ventilation	Door Control: Assignment to control the fire flow path by closing exterior doors behind offensively position crews
	Ventilation	Horizontal Ventilation; Assignment to ventilate heat and smoke, using horizontal openings, in coordination with firefighting extinguishment
	Ventilation	Positive Pressure Ventilation; Assignment to ventilate heat and smoke horizontally, using positive pressure, in coordination with fire extinguishment or following fire control
	Ventilation	Vertical Ventilation; Assignment to ventilate heat and smoke vertically from a structure, in coordination with interior structure firefighting
Property	Salvage	Primary Salvage: Assignment to remove or protect property from smoke, heat, or water damage prior to the incident being stabilized
	Salvage	Secondary Salvage: Assignment to remove, protect, or secure property from further damage in the secondary phase of the incident
	Water Supply	Water Supply: Assignment to establish a sustained water supply for the incident (i.e. hydrant or tender shuttle)
	Overhaul	Overhaul: Assignment to fully extinguishment all traces of fires, and search for hidden fire, after the main body of fire has been knocked down
Incident Support / Firefighter Safety	Firefighter Safety	Stand-by: Assignment of on-scene members designated to affect an immediate rescue of the initial team operating in the hot zone, meeting the two-out requirement
	Firefighter Safety	R.I.T.: On-scene team of at least two members designated, dedicated, and equipped to prepare for and effect an immediate rescue of firefighters if the need arises, meeting the two-out requirement (aka RIC)
	Firefighter Safety	Back-up: Assignment which provides for firefighter safety by placing an offensively positioned team dedicated to protecting the means of egress and monitoring fire conditions.
	Incident Rehab	Incident Rehab: Assignment to provide for Formal Incident Rehabilitation (Level II) for personnel on an emergency scene to allow for sustained operations
	Medical	Medical: Assignment to prepare to provide EMS care for a firefighter or civilian injury at the ALS or BLS level
	Reserve Crews	On-Deck: A team assigned in a forward position to receive a tactical objective. This is one step up from temporary staging and may have different locations around the incident, i.e. Div. C "on deck" Div. 2 "on deck"
	Reserve Crews	Exchange: Assignment for a team to prepare to replace a specific team currently performing an assignment

Standardized Tactical Objectives
Structure Fire Residential-Defensive Strategy

	Strategic Objective	Tactical Objective
Life Safety	Evacuate	Evacuate: Assignment to remove civilians from a hazard area
Incident Stabilization	Defensive Fire Attack	Defensive Attack: Assignment to attack a fire from a sustained defensive position, from outside of the Hot Zone (i.e. Collapse Zone)
	Exposure Protection	Exposure Protection: Assignment to stop the spread of fire to adjacent structures or occupancies with fire streams
Property	Overhaul	Overhaul: Assignment to fully extinguishment all traces of fires, and search for hidden fire, after the main body of fire has been knocked down
Incident Support / Safety	Incident Rehab	Incident Rehab: Assignment to provide for Formal Incident Rehabilitation (Level II) for personnel on an emergency scene to allow for sustained operations.
	Medical	Medical: Assignment to prepare to provide EMS care for a firefighter or civilian injury at the ALS or BLS level
	Reserve Crews	On-Deck: Assignment for a team to prepare to receive an assignment in a forward position and may be assigned as the Stand-by team.
	Reserve Crews	Exchange: Assignment for a team to prepare to replace a specific team currently performing an assignment
	Water Supply	Water Supply: Assignment to establish a sustained water supply for the incident (i.e. hydrant or tender shuttle)

6.8 Act: Implementing the Plan –Benchmarks

Benchmarks are critical assignments or objectives to be achieved in mitigating an incident. Benchmarks may vary depending on the nature of the incident. However, standard benchmarks for common incidents may include:

- **360 Complete** (Or unable to complete 360)
- **Water on Fire** (First Water Applied to Fire)
- **Fire Controlled** (Successful Confinement & Extinguishment of the main body of fire)
- **Primary Search – All Clear** (After successful completion of Search & Rescue and/or Primary Searches of all areas. Teams only report “nothing found” for each search assignment)
- **RIT Established** (Result of the assigned Rapid Intervention Team completing their preparation for a fire ground emergency)
- **Safety Established** (Incident Safety Officer assigned)
- **Command Established** (Command Established at a formal command post)
- **Water Supply Established** (Sustained water supply established)
- **Primary Phase complete / transfer to Secondary Phase** (Incident Stabilized, safety survey completed, and hazards communicated to all personnel)
- **Secondary Search – All Clear** (Result of successful completion of secondary search, with all teams reporting “nothing found”)

Benchmarks should be communicated to CenCom, who will denote the benchmark completion.

6.9 Size-up Communication

Arrival Report by the First Unit

Defined as a short, concise radio transmission that describes to responding units what the first unit sees as they approach the scene. This information builds upon information already provided by dispatchers at the time of dispatch and through short reports provided during response. The arrival report provides information meant to assist responding units in their decision-making during response. This differs from what the incident commander needs for incident action plan decision-making, which at this stage, still requires time to formulate. Until they arrive, responding units only need to know information relevant to managing their response decisions.

1. Typically given from the cab as the unit arrives. **Keep it short and concise** so CenCom can accurately repeat the information.
2. Briefly describe the incident conditions and what's being initiated to manage the incident. Announce:
    a. Unit arrival
    b. Situational snapshot (working fire/nothing showing)
    c. Size, height, building type *(defined in the glossary)*
    d. Initial Objectives
    e. Command Status (initiating/establishing)
    f. Other safety and access information as necessary

Example 1: *"CenCom from Engine 41; arrived, fire on Alpha-2 of a Medium 2-story house, Engine 1 is Side-Alpha, initiating. Second engine secure a water supply.*

Example 2: *"CenCom from Engine 21; arrived at Wal-Mart, nothing showing, initiating command, and investigating."*

Size Up Report

Following the '360' Size-up and development of the initial Incident Action Plan, the incident commander will communicate the results through a structured size-up report.

1. Briefly describe the incident conditions and what's being implemented to manage the incident. Announce:
    a) 360 complete or not complete
    b) Size, height, building type (*if different or additional*)
    c) Any Immediate Safety Concerns
    d) Incident Strategy
    e) Command status (if changed) and side Alpha designation
    f) Accountability Location
    g) Additional resources (if needed)

Example 1: *"CenCom from Engine 1; small two-story house with a basement, fire venting from side-Charlie on floor-2, offensive strategy, unknown if occupied.*

Example 2: *"CenCom from Engine 81; medium one-story house, fully involved, House is evacuated, Engine 81 is defensive from side-Alpha, establishing Barber Command at Engine 81. Tone for two additional tenders.*

6.10 Command Status (I.E.A.T.)

Within the arrival and status report a command status is declared. This section further defines the incident command status as it can progress through an incident. It is important to recognize not all incidents will progress through each defined command status.

Declaring the command status describes certain factors related to how the function of command is being filled. Command status terms are used to describe to responding units the level of dedication to the command function. Command status indicates whether the incident commander is being filled by a dedicated, sole responsibility fire officer, or a fire officer with collateral duties such as standby or supervising a team, and whether the command post is formal or informal.

During the course of ALL multi-unit incidents, the status of command will be in one of the following four modes:

Initiate Command –
Initiating command is an acknowledgement of command responsibility; it indicates that the officer is mobile and that command responsibility will be managed without a formal command post.

Initiating Command indicates that the Incident Commander is:

- Functioning as a team leader to assist with task completion,
- Mobile in order to investigate further, or
- Serving as a Standby Team member.

Example One: "*Engine 1 Initiating Command*" is used when the Engine 1 officer must continue functioning as a working member of Engine 1, rather than as a dedicated Incident Commander at a Command Post. The radio designator will continue to be *"Engine 1".*

Example Two: "*Battalion 1 Initiating Command*" Used when Battalion 1 will be mobile, in order to conduct a size-up. While Initiating Command, the radio designator remains *"Battalion 1".*

Single Unit Responses: Because the officer remains as the functional team leader, it will be automatic that Command has been "Initiated" for single unit responses (i.e. BLS incidents, automatic fire alarm activations, smoke investigations, etc.).

Establish Command

Command that has been "Established" means there is an Incident Commander managing the incident from a stationary and formal Command Post. Generally, a chief officer will relieve the officer who has "Initiated Command" by "Establishing Command". Doing so allows the first officer to return to supervising their company, to be assigned to a Division Supervisor position, etc. Based on the situation and available resources, the first arriving officer may decide to "Establish Command". When establishing command, the Incident Commander must assign an incident designator to name command and must also designate the command post location. Name and Locate it.

Example: the first arriving officer to a well involved commercial structure fire may not be able to engage in a meaningful way. Therefore, the better choice may be to opt for "Establishing Command" and direct arriving units so that they are set-up fora defensive operation in a coordinated manner.

Example**:** *"CenCom from Battalion 81, Establishing Lindvog Command, Command Post on side Alpha."*

a. When a single resource arrives and chooses to "Establish Command", there will be two radio designators at the incident: (1) "Command" and (2) the remaining company's apparatus designator. By Establishing Command, the officer has relinquished the Company Officer role, assumed the Incident Commander role, and is no longer in position to function as a Company Officer.

   Example: Engine 3 is the first apparatus to arrive at an incident and the officer decides to 'Establish Command'. This means that there are now two radio designators at the incident: "Red Hook Command" (Engine 3's company officer functioning as the Incident Commander) and "Engine 3" (with a remaining Engine 3 member functioning as the Engine 3 Team Leader).

b. **Establish command by assigning an incident designation to name command and also designate the Command Post Location. Example:** *"CenCom from Battalion 81, Establishing Lindvog Command, Command Post on side Alpha."*

Assume Command –, Command responsibility can later be "Assumed" by another Fire Officer. Assuming Command allows for the transfer of command from one officer to another. This can be done to:

- transfer command to a more experienced officer
- Allow the initial officer to perform an imminent life safety task (e.g. Rescue, CPR, etc.) by passing command to another officer who has arrived on scene.
- To relieve the Battalion Chief of command by transferring command to a remaining engine company once incident stabilization has occurred.

Example One: *"Battalion 1 assuming Edgewood Command*". Likewise, the Incident Commander can transfer Command Responsibility to another Fire Officer.

Example Two: *"Battalion 1 assuming Edgewood Command, Division Alpha is now established"*. The officer relieved by Battalion 1 now transfers from Command to become Division Alpha.

Example Three: *"Engine 3 assuming command from Aid 1*."

Example Four: "CenCom from Engine 72, C.P.R. in progress. Break - Engine 3 upon your arrival you will be assuming command – 360 is not complete".

Terminate Command - "Terminating Command" means Command Responsibility is no longer necessary. Generally, "Command Terminated" means the incident (case) has been closed; in all cases, "Command Terminated" means the management of strategy, resources, and risk is no longer necessary.

Example: *"CenCom from Red Hook Command, Red Hook Command is Terminated, Engine 42 remaining on scene with the Fire Marshal, Engine 42 will be your contact."*

Only Command that has been "Established" can be "Terminated". It is not necessary to Terminate Command that has been "Initiated". Terminating command is only used to indicate that incident management is no longer needed, but that the incident should remain open to account for crews remaining on scene.

6.11 Incident Action Planning Cycle –Re-evaluation of IAP

The Incident Action Planning process is continuous, requiring re-evaluation of the; Size-up, the Incident Action Plan, and Tactical objectives. Every 10 minutes CenCom will notify the IC of the elapsed incident time. The intent is for the IC to gather all necessary situational reports (CAN reports) from division, group or team leaders, and quickly calculate the effectiveness of the current IAP. It is at this time the IC then determines if they will continue with the current IAP or possibly change the IAP for a more effective outcome considering the progression of the incident and resources available to safely mitigate the incident. It is important to understand that an IAP can be changed at any point during the incident, not just at the 10-minute marker. The verbalization by CenCom is a reminder for the IC so that it is at least done at every 10-minute interval. The IC should respond to the 10-minute ticker by restating the incident strategy and communicating significant changes to the incident (e.g. incident phase, life safety status, hazards).

Example: CenCom: *Front St command from CenCom, 40-minute ticker*

Command: *Front St Command received, we are Offensive from Alpha on One, Primary Search is 'All Clear' and 'Fire is controlled*

6.12 Incident Phases

Primary & Secondary Phase – The Incident is divided into two phases to account for the early stages where the incident has yet to be stabilized, life safety considerations are of high priority, and property conservation efforts are in the early stages. This is a period where resources and discretionary time are at a premium. As initial mitigation efforts begin to effectively stabilize the incident and solve problems, the incident evolves to a point where the emergency is over. These two phases are defined as:

Primary Phase – All activities that occur **before** the incident has been stabilized.

Secondary Phase – All activities that occur **after** the incident has been stabilized

Safety Survey- Prior to transitioning to the secondary phase (overhaul), it is requirement that a safety survey, or risk assessment is performed and personnel are made aware of ongoing hazards. This also provides the incident commander an opportunity to meet face to face with crews, ensure their wellness and clearly define the continued level of acceptable risk and PPE.

6.13 Closing:

Incident Action Planning is the foundation of effective incident management and is critical to firefighter safety. It is not a complex process that delays our effort to save lives and protect property; rather it is simply the process of thinking, planning, and then acting. This is done to ensure that the actions we are taken are both coordinated and are appropriate to mitigating the actual incident as safely as possible.

Standard Terminology and Index

Term Definition	Location	Chapter and Section					
10-Minute Ticker: The Time Management tool used to inform the Incident Commander of the necessity to re-evaluate the incident action plan.	KCIMP	6.11					
360° Complete: A term used to communicate that all sides of the incident have been evaluated in the scene size-up process.	KCIMP	6.9					
360° Incomplete: A term used to communicate that all sides of the incident have not been evaluated in the scene size-up process.	KCIMP	6.9					
Abandon: Term used for the immediate escape of teams from a hazard area.	KCIMP	5.14					
Accountability Board: Is a single collection point for all personnel assigned to an incident where passports are attached.		4.2					
Accountability, Personnel: Maintaining the location and assignment of each individual on the Emergency Scene.	KCIMP	1.3	4.2	4.3			
Accountability, Tactical: Accounting for team activities to ensure there is purpose for their actions and that every action falls within and supports the Incident Action Plan.	KCIMP	1.3	4.3	4.5			
Acknowledgement Tool: Radio procedure utilized to communicate information or directions to several teams.	KCIMP	5.13					
Active Shooter: A violent incident with one or more subjects actively firing weapons at civilians or emergency response personnel.	CMCI						
Aid Unit: A Transport Capable ambulance staffed with EMT qualified personnel and equipment to provide Basic Life Support level of care and transport, also referred to as a BLS Unit.	MCI						
All Clear: Term used by the Incident Commander to benchmark that the search for victims is complete within a structure or area.	KCIMP	6.8					
Ambulance: A transport vehicle designated to transport patients/victims from the scene of an incident to a receiving facility.	MCI						
Arrival Report: A short, concise radio transmission that describes what the first unit sees as they approach the scene.	KCIMP	6.9					
Assigned Dispatcher: CenCom dispatcher actively monitors and responds to radio traffic on the assigned frequency and passively monitors other frequencies.	KCIMP	5.5					
Assigned: Unit or team is already engaged in an assignment, and not available for another assignment.	CenCom						
Assume Command: The Command Status in which an officer takes over either initiated or established command from another officer.	KCIMP	6.10					
Available: Term used for a unit or team that is free to be dispatched to an incident or assigned a task	CenCom						
Back-up Team: The Assignment which provides for firefighter safety by placing an offensively positioned team dedicated to protecting the means of egress and monitoring fire conditions.	KCIMP	2.7	6.7				
Base Station (Harrison Medical Center, Bremerton): provides medical direction for patient care by pre-hospital providers.	MCI						
Benchmarks: Critical assignment or objectives to be achieved in mitigating an incident.	KCIMP	6.8					
BLS Unit: Any unit staffed with EMT qualified personnel and equipment to provide Basic Life Support level of care.	MCI						
Branch Director: The Incident Command assignment responsible for managing multiple groups or divisions.	KCIMP	3.8					
Building Type: Description of the building type (e.g. House, Business Name, Shed, Apartment Name).	KCIMP	6.9					
CAN Report: Radio report given by team leaders and supervisors which includes their Conditions, Actions, and Needs.	KCIMP	5.12					
Challenge Statement: Formal process to request for an Incident Commander, Supervisor, or Team Leader to re-evaluate a decision to avoid unnecessary risk.	KCIMP	2.5					
Exit: To leave the hazard zone in an orderly manner to rehabilitate, recycle, or upon completion of an assignment.							
Extraction: The process of moving patients from the Hot Zone to the treatment and transport areas.	MCI						

Term	Definition	Location	Chapter and Section					
Extraction:	The process of moving patients from the Hot Zone to the treatment and transport areas.	MCI						
Extrication:	The process of removing a patient from an entrapment.	MCI						
From:	Term used to identify and orient responders with a building's exterior, using a phonetic alphabet; Alpha, Brava, Charlie, and Delta.	KCIMP	5.11					
Funnel Point:	A central point designated by the Triage where every patient filters through prior to movement into the Treatment area.	MCI						
General Staff:	Incident Management personnel organized according to function and reporting to the Incident Commander (e.g. Operations, Logistic, Finance, and Planning).	KCIMP	3.4					
Group Supervisor:	A command position, responsible for the personnel accountability and tactical supervision of teams performing a functional assignment (e.g. Evacuation, Ventilation, Search & Rescue).	KCIMP	3.4	3.7	4.3	5.9		
Hazard Area:	The immediate area where members might be exposed to a hazard.	WAC						
Hazard:	The source of danger that poses an increased likelihood of injury to personnel or causing damaging.	KCIMP	2.1					
Height:	Number of building levels/floor, both above ground and below ground (e.g. stories with a basement, one story with a daylight basement).	KCIMP	5.11					
Hospital Emergency Administrative Radio (HEAR):	The radio communication system available for use to communicate from mobile-to-hospital and hospital-to-hospital.	MCI						
Hot Zone:	The control zone immediately surrounding the hazard area, which extends far enough to prevent adverse effects to personnel outside of the zone. The hot zone is presenting the greatest risk to emergency responders and will often be classified as an IDLH (i.e. immediate danger to life and health) atmosphere.	KCIMP	2.6					
IDLH:	Immediately Dangerous to Life and Health.	KCIMP						
Imminent Hazard (Danger):	An act or condition that is judged to present a danger to persons or property and is so immediate and severe that it requires immediate corrective.	KCIMP	2.5					
Incident Action Plan (IAP):	The plan for mitigating the incident, which includes; the incident priorities, strategy, and prioritized tactical objectives.	KCIMP	3.3	6.1	6.4			
Incident Action Planning:	The continual process of sizing up an incident, developing the plan for mitigating the incident, implementing the plan, and re-evaluating the incident (i.e. Think, Plan, Act).	KCIMP	6.1	6.2				
Incident Commander:	The person in overall command of an emergency incident. This person is responsible for the direction and coordination of the response effort.	KCIMP	3.4					
Incident Management Team:	A 'pool' of primarily fire officers trained to serve as an Overhead team in Command and General Staff.	Mob Plan						
Incident Priorities:	The operating philosophy which prioritizes Life Safety, Incident Stabilization, and Property Conservation.	KCIMP	6.4					
Incident Safety Officer:	The person assigned the command staff position of safety officer in the Incident Command System.	KCIMP	3.3					
Incident Stabilization:	To gain control of the incident and prevent further escalation or spread of the hazard.	KCIMP	6.4					
Initiate Command (Initiating):	The Command Status used during the initial stages to indicate the responsibility of command has been assumed but is still informal and mobile.	KCIMP	6.10					
Interior Staging:	A forward staging area used in high rise structures, located 2 floors below the fire floor in a protected stairwell.	KCIMP	4.4					
Interior Structural Firefighting:	The physical activity of fire suppression, rescue, or both, inside of buildings or enclosed structures which are involved in a fire situation beyond the incipient stage, consistent with an Offensive Strategy.	WAC						
Investigating:	Scope of the incident is unknown and the incident commander is attempting to gain initial situational awareness by performing a size-up.	KCIMP	6.10					
Isolate & Deny Entry:	Initial action on an emergency incident stabilize the scene by evacuating civilians from the hazard area and limiting access.							

Term	Definition	Location	Chapter and Section					
Known Rescue:	A situation of compelling evident where a emergency response personnel sees, hears, or is directly told of a trapped and viable victim by an occupant or credible witness.	KCIMP	2.7	6.5				
Large Area Search:	The assignment to perform a search of a large or complex building using a rope system to maintain orientation.	KCIMP	6.8					
Level 1 – Full Activation (Catastrophic Operations):	Catastrophic Operations mode for CenCom, in which all agency ACCs are responsible for all incident prioritization, resource assignments, and unit tracking.	Appendix 1	A-4					
Level 2 – Partial Activation (Enhanced Operations):	Enhanced Operations mode for CenCom in which CenCom dispatches and track priority one and two events, and agency ACC assumes responsibility for priority three, four, and five events.	Appendix 1	A-4					
Level 3 (Alert/Ramp-up):	CenCom operations mode allowing for deviation from normal procedures to conserve resources and decrease radio traffic, when demand for resources has begun to exceed availability.	Appendix 1	A-3					
Litter/Stretcher Bearers:	Individuals assigned to assist in the movement of injured victims.	MCI						
Manager:	A supervisory position responsible for a specialized incident support function (i.e. Staging, Base, Rehab).	KCIMP	3.4					
Mass Casualty Incident (MCI):	Incidents involving multiple patients, to the point where it overwhelms the local agency's initial resource deployments.	MCI						
Mayday:	The nationally adopted 'call for help' term used to indicate that an emergency responder is in a situation of imminent hazard where they are in need of immediate help.	KCIMP	5.14					
Medic Unit:	A transport ambulance staffed by qualified Paramedics, able to provide Advanced Life Support level of care and transport.	MCI						
Medical Branch Director:	The ICS position assigned for large scale MCI, responsible for all Medical Operations providing strategic direction to Triage, Treatment, and Transport group.	MCI						
Medical Group Supervisor:	The ICS position responsible for managing all medical operations, providing tactical direction to Triage, Treatment, and Transport team leaders.	MCI						
Medical:	The Assignment to prepare for and provide EMS care for a firefighter or civilian injury, at the ALS or BLS level.	KCIMP	6.8					
MED-NET Radio:	The radio system used to transfer medical information between pre-hospital personnel and the Base Station or Receiving Facility.	MCI						
National Incident Management System (NIMS):	Framework for integrating a national response by federal agencies with, state, and local agencies.	KCIMP	3.2					
Non-Priority Response:	Emergency vehicle response without the use of siren or visual warning device.	KCIMP	5.8					
Nothing Found:	Term used by team leader to communicate that the search for victims in an assigned area is complete.	KCIMP	5.10	6.8				
Offensive:	The Strategy in which personnel are assigned to operate within a Hot Zone with an IDLH environment	KCIMP	6.5					
On:	Term used to describe and orient personnel to the level of a structure.	KCIMP	5.11					
On-Deck:	A team assigned in a forward position to receive a tactical objective. This is one step up from temporary staging and may have different locations around the incident, i.e. Div. C “on deck” Div. 2 “on deck.”	KCIMP	6.8					
Open Protocols:	Allows paramedics to treat patients under protocol without base station contact even for those procedures that normally require base station contact. Allows BLS transport of ALS patients.	MCI						
Operations Section Chief:	The General Staff position with responsibility for the direct management of all incident tactical activities.	KCIMP	3.9					
Overhaul:	The assignment involving the process of final extinguishment after the main body of a fire has been knocked down.	KCIMP	6.8					
PAR Report:	Radio report given to communicate the accountability of a team.	KCIMP	5.12					
Passport Accountability System:	The system utilized for firefighter accountability that provides for the tracking and inventory of all members.	KCIMP	4.2					

Term	Definition	Location	Chapter and Section					
Passport:	Plastic card that identifies a company or team, used to attach the name tags of individual responders.	KCIMP	4.2					
Piggy Backing:	Combining two teams into one team with a single team leader; calls for Passports to be placed on top of each other.	KCIMP	4.2					
Positive Pressure Ventilation:	The assignment to ventilate heat and smoke from a structure, using fans, in coordination with interior structural firefighting.	KCIMP	6.8					
Preparing:	The initial tactical mode in which resources and/or equipment are not yet on scene or ready to begin stabilizing the incident.	KCIMP	6.5					
Primary Phase:	The stage of the incident in which the scene is not yet stabilized.	KCIMP	6.12					
Primary Response Frequency:	The primary 'talk frequency' units utilize to communicate with the dispatcher unless assigned to an alternate response frequency.	KCIMP	5.5					
Primary Search:	The Assignment to search for a victim in an unknown if occupied area during the primary phase of an incident.	KCIMP	6.8					
Priority Response:	Emergency Vehicle response with the use of visual warning devices and when necessary audible warning devices.	KCIMP	5.8					
Priority Traffic:	Term used to signify the need to communicate a message of greater importance.	KCIMP	5.14					
Property Conservation:	The Incident Priority of minimizing the destruction of property and/or the financial impact of the incident.	KCIMP	6.4					
Protective Force:	A team of Law Enforcement deployed in a specific formation to lead fire personnel assigned to rescue victims in the Warm Zone of a CMCI incident.	CMCI						
Public Information Officer:	The Command Staff position responsible for communicating with the public and the media.	KCIMP	3.4					
Push to Talk Identifier (PPT I.D.):	Portable Radio capability to add an electronic signal at the end of radio transmissions which allows CenCom dispatchers to identify who made the transmission.	KCIMP	5.13					
Rapid Intervention Team (RIT):	Firefighter Safety assignment of an on-scene team of at least two members designated, dedicated, and equipped to affect an immediate rescue of firefighters if the need arises (aka RIC).	KCIMP	2.7	6.8				
Receiving Facility:	Any clinic, hospital, or temporary structure designated to receive patients for continuing medical care and/or observation.	MCI						
Recycle:	Direction for a team to exit from their current location or assignment, briefly change SCBA bottles and hydrate, and then report to the previous or a new assignment, as directed.	KCIMP	2020					
Refusal of Risk:	Process for an individual or team to turn down an assignment due to a risk management or safety violation that exposes them to imminent serious injury or death.	KCIMP	2.5					
Rehabilitation (Formal):	Incident rehabilitation performed by a minimum of BLS personnel, providing personnel with 20 minutes of rest, hydration, food, and medical.	KCIMP	4.2	6.7				
Rehabilitation (Informal):	Incident rehabilitation done at the company level that generally consists of a short period of rest to rehydrate and re-equip.	KCIMP	4.2	6.7				
Rescue:	The Assignment to search for a known rescue of a viable victim.	KCIMP	6.8					
Resource Management:	The management of personnel, apparatus, and equipment to achieve objectives in an efficient and effective manner.	KCIMP	1.2	4.4				
Resource Mobilization Plan:	The County and State plan to provide rapid access and deployment of pre-arranged quantities of fire service resources for response to disasters and significant or multiple incidents.	Mob Plan						
Risk Assessment:	To determine the possibility of suffering harm or loss, and to what extent. Risk Assessment is a component of a Scene Size-up and is necessary for effective Risk Management to occur.	KCIMP	1.3	2.3				
Risk Management:	Identify hazards to personnel, and reducing the risk posed to personnel by mitigating or eliminating the hazard or controlling the risk by altering operations or protecting personnel from the hazard.	KCIMP	2.1					

Term	Definition	Location	Chapter and Section					
Roll Call:	A communication tool utilized to obtain 'PAR' reports from assigned personnel.	KCIMP	5.13					
Rules of Engagement:	The circumstances and limitations under which personnel will be exposed to risk.	KCIMP	2.1					
Salvage:	The assignment to remove or protect property from smoke, heat, or water damage prior to the incident being stabilized.	KCIMP	6.8					
Search and Rescue:	The Assignment to search an area with a high likelihood of having a viable victim.	KCIMP	6.8					
Secondary Phase:	The stage of the incident after incident stabilization is achieved.	KCIMP	6.12					
Secondary Response Frequency:	Frequencies which are specifically assigned to support a single high-risk incident.	KCIMP	5.6					
Secondary Search:	The assignment to conduct a thorough search to confirm there are no victims within an area during the secondary phase of the incident.	KCIMP	6.8					
Secure Area:	An area of a CMCI, which has been initially secured by Law Enforcement but not clear of all potential threats; Considered a Warm Zone.	CMCI						
Significant Risk:	Exposure to hazards that have a high probability of causing significant injury or death.	KCIMP	2.1					
Simple Triage and Rapid Transport (START):	Triage system that uses the rapid field assessment of airway/breathing, circulation, and level of consciousness to categorize patients into one of three categories; Sick (Immediate Life Threat), Not Sick (Minor), and Deceased.	MCI						
Situational Awareness:	The state of being aware of what is happening to understand how information, events, and a person's action will affect their goals and objectives, both now and in the near future.	KCIMP	2.4					
Size:	Description of a structure in terms of square foot. Small = <1,500 sq. ft. Medium = 1,500-2,500 sq. ft. Large >2,500.	KCIMP	6.9					
Size-up Report:	The radio report provided following the scene size-up, used to communicate information about the incident and the incident action plan.	KCIMP	6.9					
Size-up:	The systematic evaluation of an emergency scene to gather information and gain situational awareness.	KCIMP	6.9					
Span of Control:	The number of individuals a supervisor is responsible for, usually expressed as the ration of supervisors to individuals.	KCIMP	3.7					
Splitting / Split Teams:	Forming two separate teams out of one team, each with their own team leader and Passport.	KCIMP	4.2					
Staging Area Manager:	A Supervisor responsible for managing teams and equipment available for assignment at incidents, including providing incident rehabilitation.	KCIMP	3.4	4.7				
Staging for Law Enforcement:	Parking well away from the scene of a violent incident, awaiting the scene to be cleared by law enforcement.	CenCom						
Staging:	The area designated for pooling personnel and equipment available for assignment, including incident rehabilitation and tool caches.	KCIMP	4.4					
Staging (Level One):	Holding units, including personnel and apparatus, just short of the incident scene.	KCIMP	4.4					
Staging (Level Two):	A designated area removed from the incident scene where responding units standby until they are assigned to the incident scene.	KCIMP	4.4					
Standard Operating Guidelines:	An organizational directive that establishes a standard course of action.	KCIMP	1.3					
Stand-by:	The firefighter safety assignment of on-scene members designated to affect an immediate rescue of the initial teams operating in the hot zone, meeting the two-out requirement.	KCIMP	2.7	6.8				
Strategy:	The general plan or direction selected to accomplish the incident priorities, defining how an incident is going to be handled.	KCIMP	6.4					
Strategic Level:	Overall command of the incident, responsible for the Incident Action Planning process.	KCIMP	3.5					
Strategic Objectives:	Specific, measurable, attainable, results-oriented, and timely goals which describe what is going to be done.	KCIMP	6.6					

Term	Definition	Location	Chapter and Section					
Strike Team:	A set number of resources (5) of the same kind and type, with a set number of personnel, operating with common communications led by a Strike Team Leader in a separate vehicle.	Mob Plan						
Supervisor:	A command position, responsible for the personnel accountability and tactical supervision of teams (e.g. Division Supervisor, Group Supervisor, Manager).	KCIMP	3.7					
Tactical Level:	Supervision of a portion of the incident, with responsibility to complete tactical objectives through the use of assigned resources.	KCIMP	3.5					
Tactical Worksheet:	Document used by Incident Command to manage Incident Action Plan, Strategic and Tactical Accountability, location and assignments of units attached to an incident.	KCIMP	4.2					
Tactics (Tactical):	Utilizing resources to achieve an objective following a defined strategy.	KCIMP	3.5					
Task (Level):	Activities and/or jobs performed by individuals or teams to accomplish a specific task in support of a tactic.	KCIMP	3.5	5.2				
Task Force:	Any combination of resources assembled to support a specific mission or operational need, with common communications and a designated leader.	Mob Plan						
Team Leader:	The individual responsible for task level leadership of a team. They may be, but are not required to be, a company officer.	KCIMP	3.4	4.1	5.9			
Team:	Two or more individuals who are working together in positive communication with each other to coordinate their activities and who are in close proximity to each other.	KCIMP	5.9					
Terminate Command:	The Command Status in which established command is no longer needed.	KCIMP	6.10					
Transportation Corridor:	A lane or roadway designated and maintained open for the movement of transporting aid units into and out of the scene.	MCI						
Transportation Loading Area:	The designated area where patients are moved to await transportation to a receiving facility.	MCI						
Treatment Area:	The area designated for initial field treatment of casualties following Triage.	MCI						
Treatment Tag:	A tag or bracelet attached to a patient to record information and track their progression through Funnel, Treatment, and Transport.	MCI						
Treatment Team Leader / Group Supervisor:	The ICS position assigned to organize, coordinate, and supervise all treatment area activities.	MCI						
Triage Area:	The designated location where patients are triaged, which may be where they are found or a designated transfer area prior to the Funnel Point.	MCI						
Triage Team Leader:	The ICS position assigned to organize, coordinate, and supervise patient triage.	MCI						
Triage:	A sorting system used to medically prioritize patients based on the severity of their injuries.	MCI						
Two-in / One-out Exemption:	The exemption from the two-out requirement for a known rescue of a victim in imminent danger, wherein only one person is required to remain outside of the IDLH environment (i.e. Hot Zone), designated to monitor the activities and provide rescue to the two personnel assigned to the Hot Zone.	KCIMP	2.7	6.8				
Two-in / Two-out:	The requirement that when personnel are assigned to an IDLH environment (i.e. Hot Zone) at least two personnel shall be designated to monitor their activities and effect an immediate rescue of those personnel. The Standby and RIT assignment meet the two-out requirement.	KCIMP	2.7	6.9				
Unified Command:	Application of ICS used when there is more than one agency with jurisdiction or when incidents cross jurisdictions. Agencies work together through	KCIMP	3.2	3.9				
Upgrade:	Term used to request the CenCom dispatcher to change the incident type and dispatch the resources appropriate for the new incident type	KCIMP	5.7					
VEIS:	Acronym for Vent-Enter-Isolate-Search; assignment to force entry and then perform a rapid search of specific area which is or can be isolated from the fire by closing an interior door.	KCIMP	6.8					
Vertical Ventilation:	The assignment to ventilate heat and smoke vertically from a structure, in coordination with interior structural firefighting.	KCIMP	6.8					

Term	Definition	Location	Chapter and Section					
Warm Zone:	The control zone outside of the hot zone where support functions such as decontamination, supervision, and defensive operations occur. Significant risk of injury (respiratory hazards, exposures, collapse zone, etc.) can be present in the warm zone.	KCIMP	2.6					
Water Supply:	Assignment to secure or coordinate a sustained supply of water to support an incident.	KCIMP	6.8					
Wildland Engine (Type 6):	A vehicle with a minimum of 50 GPM pump, 200 gallon water tank, 300" of 1 1/2" hose and a minimum of 2 personnel.	Mob Plan						
Wildland Interface Structural Protection:	Wildland trained resources deployed to prepare and protect structures in a wildland interface environment.	Mob Plan						
Withdraw:	The orderly removal of all responders, their tools and equipment from a hazard area, possibly in preparation for changing from an Offensive to a Defensive strategy.	KCIMP	5.14					
Working Frequency:	A Secondary Response Frequency dedicated to a single high-risk incident.	KCIMP	5.5					

This Page Left Blank Intentionally