

Spartanburg Public Safety Department Fire Division

Standard Operating Procedure	No. 100.01
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I. BACKGROUND

The Spartanburg Public Safety Department Fire Division is an all-hazards agency that responds to a wide range of emergency incidents. Effective command procedures are essential for all emergency scene operations regardless of the magnitude or the amount of departmental resources committed to mitigate the situation. Structured incident command procedures must be in place and used on all incidents to avoid confusion when a major incident occurs. As an incident rapidly intensifies, more supervision, management and support functions are required. At incidents with complicated or rapidly changing situations, considerable confusion and excitement may accompany early operations. Such disorder at an escalating incident can contribute to excessive property damage or, at worst, result in unnecessary loss of life. The goal of an effective command organization is to maximize the safety of emergency responders, eliminate confusion, and prevent the loss of life at these incidents. The Incident Command System is an incident management tool that enables incident commanders to systematically organize and deploy personnel and resources; and to accomplish standard incident management objectives safely, effectively and efficiently. The “incident commander” title applies equally well to a company officer or to the department’s chief, regardless of the nature of the incident.

The Incident Command System (ICS) builds its structure progressively from minor incidents to major disasters. Any operational incident may be managed through the ICS by activating the resources or functions appropriate to a specific level of emergency or type of incident. Primary tasks are established as supervisory or functional positions to provide a systematic structure, enabling the Incident Commander to delegate tasks and responsibilities so more time may be spent managing the overall incident.

The Incident Command System Standard Operating Procedure is compatible with the Spartanburg County Emergency Operations Plan (SCEOP) and the National Incident Management System (NIMS) as indicated by Homeland Security Presidential Directive (HSPD)-5, *Management of Domestic Incidents*.

II. PURPOSE

- A. This Standard Operating Procedure (SOP) establishes a system of incident management that provides an expandable structure, standard terminology, and uniform procedures to assure effective incident control and promote maximum safety of fire and rescue personnel and the public during emergency incidents. Further the SOP identifies the procedures to be employed in establishing Command and all the components of the Incident Command System.
- B. ICS is designed to meet the following objectives:
1. Establishes controls to provide for the effective management of fire and rescue incidents, and to ensure the safety and welfare of fire and rescue personnel and the public.
 2. Fixes the responsibility for Command on a certain individual through a standard identification system, depending on the arrival sequence of members, companies, and chief officers.
 3. Ensures that a strong, direct, and visible Command will be established from the onset of the incident.
 4. Provides for the development of an effective incident organization, and the delineation the assignments and responsibilities assigned to the Incident Commander and the other individuals operating within the incident management system.
 5. Provides a system to process information to support incident management, planning, decision-making, and assignment completion.
 6. Offers a flexible, modular-based organizational structure containing the functions necessary to manage the emergency resources on an incident.
 7. Creates a manageable span of control so that the IC and command staff can safely, effectively and efficiently manage the resources and personnel to mitigate the incident. (Within the ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates.)

III. POLICY

- A. The Incident Command System is the organizational structure protocol for implementing the standards under which a SPSD Fire Division incident commander must provide communication, coordination, accountability, and effective action to respond to a natural disaster or other emergency.

- B. In order to effectively manage personnel and resources and to provide for the safety and welfare of personnel, Fire Division personnel will always operate within the ICS at an emergency incident.
- C. Management of an incident cannot and must not be left to chance. Upon the arrival of the first fire department member, command must be established and command procedures must begin.
- D. The ICS will be compatible with the Spartanburg County Emergency Operations Plan (SCEOP) and the National Incident Management System (NIMS) as indicated by Homeland Security Presidential Directive (HSPD)-5, *Management of Domestic Incidents*.

IV. DEFINITIONS

- A. Area Command. Area Command is an expansion of the incident management function primarily designed to manage a very large incident that has multiple Incident Management Teams assigned.
- B. Branch. The organizational level with functional or geographic responsibility for implementing major parts of incident operations.
- C. Command. The act of directing, ordering and/or controlling resources by virtue of explicit legal, agency, or delegated authority.
- D. Command and General Staff. Incident management personnel: Command Staff includes the Safety Officer (SO), the Public Information Officer (PIO), and the Liaison Officer (LO); and General Staff includes the Operations Section Chief (OSC), the Planning Section Chief (PSC), the Logistics Section Chief (LSC), and the Administration/Finance Section Chief (ASC).
- E. Command Aide. The individual assigned to assist the Incident Commander at the Command Post. Radio designation: Aide.
- F. Command Mode--Stationary Command Post. A mode of Command that requires the establishment of a fixed, formal Command Post, the use of a tactical worksheet or command chart, and potentially the assignment of Command and General Staff positions.
- G. Command Post. The location from which primary command functions are executed, usually co-located with the incident base. The Command Post should be located in an unexposed area where as much of the incident as possible may be viewed, preferably at Side A, with a view of Side B or Side D.

- H. Communications Officer. The individual who is responsible for handling radio and telephone voice and data communication for the Incident Commander. Radio designation: Communications.
- I. Division. The organizational level that is responsible for operations within a defined geographic area. Radio designation: Division.
- J. Division/Group Supervisor. The individual who is responsible for implementing the assigned portion of the Incident Action Plan, assigning resources within the Division/Group, and reporting on the progress of control operations and resource status within a Division/Group.
- K. Fast Attack Mode—Mobile Command. A mode of Command where the Incident Commander is a unit officer operating from a portable radio, and the emergent situation requires the IC to initiate quick incident control actions.
- L. Finance/Administration Section Chief. The individual who is responsible for tracking and processing all financial transactions for the incident, including the time unit, procurement unit, compensation/claims unit, and the cost unit. Radio designation: Finance.
- M. Group. The organizational level that is responsible for a specified functional assignment at an incident, e.g., ventilation, salvage, water resources, etc. Radio designation: “specific function- (e.g., Salvage)” Group.
- N. Incident Action Plan. A plan consisting of the strategic goals, tactical objectives, and support requirements for an incident.
- O. Incident Commander. The member on the scene who is in charge of an incident, and is responsible for making the strategic decisions and assigning other supervisory or functional positions necessary to control an incident. The IC must handle any function or responsibility appropriate to a given incident that has not been delegated to another Command position or function.
- P. Incident Command Chart. A management guide determined by the fire chief, also known as a tactical worksheet (TWS). The chart or TWS is used to assist the IC with recording assignments, monitoring the progress of the Incident Action Plan (IAP), and making notes.
- Q. Initial Rapid Intervention Company (IRIC). OSHA Standard 1910.134 requires that a minimum of two qualified personnel be in place to observe the initial two-person team entering an IDLH atmosphere. Personnel are required to be available, trained, and equipped for immediate response to rescue the entry team. This team is called the Initial Rapid Intervention Company or IRIC. Personnel assigned to the IRIC must meet minimum staffing requirements on an engine, truck, or rescue squad.

- R. Investigative Mode - Nothing Showing - Mobile Command. A mode of Command where the Incident Commander is investigating the source of the emergency, and is operating from a portable radio.
- S. Level I Command. The level of command used to mitigate routine and minor fire and rescue incidents. This level is in effect on all incidents unless another level is specifically established. This incident level can usually be managed by the initial unit or chief officer with a minimum of resources, time, and communications. All units and chief officers must use normal unit or officer designations in communications.
- T. Level II Command. The level of command appropriate for use on serious, involved, or extended incidents where five or more units are used. This level is established as directed by the Incident Commander. It requires establishing a formal Command Post and using command communication and incident position designations.
- U. Level III Command/Disaster Response. The level of command at which Spartanburg City or County command-level coordination is provided, in conjunction with the Disaster Command System. This level may be established only by the City Manager or designee, in response to a "State of Public Emergency."
- V. Liaison Officer. Member of the command staff who is the point of contact for assisting or coordinating agencies. Radio designation: Liaison.
- W. Logistics Section Chief. The individual who is responsible for providing facilities, services and materials for the incident. Radio designation: Logistics.
- X. Multi Agency Coordinating System (MACS). The combination of facilities, equipment, personnel, procedures, and communications, integrated into a common system with the responsibility for coordination of assisting agency resources and support to agency emergency operations.
- Y. Operations Section Chief. The individual who is responsible for all tactical operations at the incident scene. Radio designation: Operations.
- Z. Planning Section Chief. The individual who is responsible for collecting, evaluating, disseminating, and using information about the development of the incident and the status of resources. Radio designation: Plans.
- AA. Public Information Officer (PIO). Member of the command staff who is responsible for developing and disseminating timely factual reports to the news media and other appropriate agencies that require information directly from the incident scene. Radio designation: PIO.

- BB. Safety Officer. Member of the command staff who is responsible for monitoring and assessing safety hazards, addressing unsafe situations, and developing measures to ensure personnel safety. Radio designation: Safety.
- CC. Senior Advisor. The senior advisor will normally be the Assistant Chief, a County Fire Chief, or the highest-ranking Officer in the command post. While the Incident Commander and the Support Officer focus on the completion of the tactical priorities, the strategic and tactical plan and the other components of the incident, the Senior Advisor's focus is to look at the entire incident and its impact from a broader perspective and providing direction, guidance and advice to the Incident Commander and/or the Support Officer. In this role the Senior Advisor is essentially acting as the overall incident commander.
- DD. Staging Area Manager. The individual who is responsible for managing activities in the staging area located near the incident, where incident personnel and equipment are assigned on an available status. Radio designation: Staging.
- EE. Support Officer. A later arriving chief officer will often serve as the Support Officer. The Support Officer will support the Incident Commander as follows: define, evaluate, and recommend changes to the plan; provide direction relating to tactical priorities, specific critical fire ground factors, and safety; evaluate the need for additional resources; assign logistics responsibilities; assist with the tactical worksheet for control and accountability; and evaluate the fire ground organization and span of control.
- FF. Unified Command. A standard method to coordinate the command of an incident when multiple agencies have jurisdiction.

V. RESPONSIBILITY OF COMMAND

- A. The Incident Commander is responsible for the completion of the tactical objectives. The tactical objectives (listed in order of priority) are:
1. Provide for the safety, accountability, and welfare of personnel and civilian population (This priority is on-going throughout the incident.)
 2. Remove endangered occupants and treat the injured
 3. Stabilize the incident and provide for life safety
 4. Conserve property
- B. Command is responsible for the development of an effective, incident scene organizational structure. The development of the organizational structure should

begin with deployment of the first arriving fire department unit and continue through a number of phases, depending on the size and complexity of the incident. The command organization must develop at a pace, which stays ahead of the tactical deployment of personnel and resources. In order for the Incident Commander to manage the incident, he/she 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 the Incident Commander can utilize to achieve the harmonious balance between managing personnel and incident needs. Simply put, this means:

- Large scale and complex incidents = Big command organization
- Small scale and "simple" incidents = Small command organization

C. Command organization is divided into the four levels. Depending upon the size of the incident, one or all of these levels may be implemented by the Incident Commander.

1. Strategic Level. The strategic level includes the Incident Commander, a command team, or Command and General Staff personnel. At large-scale incidents, the Incident Commander may need to fill each of the Command and General Staff positions so that all command functions can be adequately performed. Strategic level responsibilities include:

- a. Determining the appropriate strategy: offensive vs. defensive
- b. Establishing a strategic plan for the incident: the Incident Action Plan (IAP)
- c. Setting priorities
- d. Obtaining and allocating resources
- e. Predicting outcomes and plan
- f. Assigning specific objectives to tactical level units

2. Coordination Level (auxiliary level). The coordination level includes Branch Directors. This level splits an incident into manageable components and reduces the span of control. Branch Directors will normally be utilized at very large-scale incidents that involve two or more major components. Coordination level responsibilities include:

- a. Obtain orders from the strategic level
- b. Communicate orders to the tactical level

3. Tactical Level. The tactical level includes Divisions and Groups. Tactical level responsibilities include:

- a. Directing activities toward specific objectives
 - b. Being responsible for specific geographical areas or functions
 - c. Supervising personnel assigned to a Division or Group
 - d. Making decisions and assignments within the boundaries of the overall plan and safety conditions
4. Task Level. The task level includes companies and specific personnel. Task level responsibilities include:
- a. Performing tasks assigned by the Division or Group Supervisors
 - b. Accomplish tactical objectives by performing assigned tasks

VI. COMMAND PROCEDURES

- A. Command Communication. Safe and effective incident command and control depends upon prompt, complete, and frequent communications. If Command is not in direct contact with the activities of a specific section, branch, division or group; routine progress reports must be provided to Command at intervals of not longer than 15 minutes. Command communications begins with a thorough and accurate Initial On-Scene Report (IOSR).
1. On all multiple unit incidents, the Officer in Charge (OIC) of the first arriving unit must provide an Initial On-Scene Report immediately after arriving on the scene. Occasionally, it may be necessary to quickly check the location of the problem before completing the IOSR. This report may vary as to the factors reported, according to incident type. It should always convey items a-c below, and include items d through g when appropriate:
 - a. Report the initial unit "on the scene," its location, and an address correction, if necessary;
 - b. Provide an initial description of the incident conditions found, including a structural or geographic description of the location and nature of the incident;
 - c. Provide initial instructions to other units responding if actions other than standard operating procedures are desirable;
 - d. Provide layout instructions;
 - e. Appoint stand-by crew (2 out), when necessary;
 - f. Establish Command; and
 - g. Request for assistance when the need is apparent.

Examples:

Fire

"Engine 1 is on the scene, Side A, Alpha. We have fire showing from Side B, quadrant B, first floor, of a 2-story single-family dwelling. Engine 3 establish water supply from the hydrant at W. Henry Street and S. Spring Street. Ladder 1, you will be the 2 out. Assuming Command in the Fast Attack Mode. Engine 3 and Ladder 1 acknowledge."

Rescue

"Engine 2 is on the scene. We have a three-car collision with five people injured, including two trapped. Dispatch an additional medic unit and two more ambulances. I'll have Union Street Command. The Command Post will be located at Union Street and Duncan Park Drive."

"Squad 1 is on the scene. We have one victim suspended from a collapsed scaffolding on the 10th floor of the Denny's Building. Dispatch SART, Ladder 1 and Car 9. I'll have Denny's Command. The Command Post will be at East Main Street and Converse Street."

2. When implementing Level II Command, the Incident Commander will designate a geographic identifier consistent with the incident's location.

Example: "Spartanburg, Car 9, we have fire showing from the second story windows on Side B, Bravo, of a seven story office building, establishing Command as Church Street Command. Command Post will be on Side A, Alpha."

3. All units and command personnel must use their incident identified designation in communicating with Command, e.g., "Command, Division 3, fire is knocked on the 3rd floor;" "Command, Rescue Group, primary search of the basement is all clear;" " Ventilation, Division 2, open up the roof in Quadrant B;" etc. Units or personnel that are not assigned an incident identifier by Command will use their normally assigned radio designation.
 4. When Level II Command is established Command must request the use of a tactical radio channel, and all incident communications will take place on the tactical channel.
 5. All incident communications to or from the Communications Center must be routed through Command.
- B. Assignment of Divisions/Groups. Complex incident situations often exceed the capability of one officer to effectively manage the entire operation. Assignment of Divisions/Groups reduces the span of control of the overall command function to more manageable units, and allows Command to communicate principally with Division/Group Supervisors, rather than with individual units, providing an effective command structure, incident organization and incident communications.

1. When effective Divisions/Groups have been established, Command can concentrate on overall strategy and resource allocation. Command determines strategic objectives and assigns available resources to Divisions/Groups where they are most needed. Division/Group Supervisors are responsible for the tactical deployment of the units and resources assigned to that Division/Group, and communicating its needs and progress to Command or a Branch Director.
 2. Command should begin to assign Divisions/Groups:
 - a. When the Incident Commander foresees a situation which will eventually involve a number of companies beyond Command's capability to directly control;
 - b. When Command can no longer effectively manage the number of companies currently involved in the operation;
 - c. When companies are involved in complex interior operations;
 - d. When companies are operating from tactical positions over which Command has little or no control; and
 - e. When the situation demands that close company control is required because of structural conditions, hazardous materials, heavy fire load, marginal offensive situation, etc.
- C. Staging. This tactic provides a standard system for the initial placement of responding apparatus, personnel, and equipment before their assignment to an incident stabilization task. Staging may be used at minor incidents as well as major incidents. Personnel assigned to units in Staging must stay with their unit or in the designated staging location until assigned.
1. Formal Staging Area. A tactic employed by the IC or the OSC to re-locate additional units or other resources requested at a specific location near the incident scene. This staging tactic is used to locate a tactical reserve of apparatus, equipment, and personnel close to the incident scene in anticipation of deployment to the incident scene. The IC or OSC must designate a specific location for the staging area. Command will assign a Staging Area Manager to direct the units and other resources in Staging.
 2. Personnel and Equipment Staging. The IC or OSC can establish on-scene staging areas for anticipated personnel and equipment needs. For example, Personnel and Equipment Staging can be assigned to the 8th floor of a high rise building when companies are operating on the 10th floor. This tactic permits Command to deploy reserve resources to an active operational area without significant delay.
- D. Identification of Functional Positions and Areas.

1. Incident Perimeters. The perimeters of an incident will be identified as:
 - Address Side: A, Alpha
 - Left of Address Side: B, Bravo
 - Rear: C, Charlie
 - Right of Address Side: D, Delta
 2. Quadrants divide the structure into five parts; each of the four outer quadrants is identified in order A-D. The center core of the incident where all four quadrants meet is designated Quadrant E.
 3. Exposures will be identified by their proximity to the incident's side. Additional exposures will be identified by their proximity to the incident and the closest exposure. Example: Exposure D is directly exposed to the incident, with additional exposures on the same side of the incident identified alphabetically away from the incident.
- E. Incident Analysis (Size-up). Command is responsible for initial as well as continuing incident analysis.
1. Incident analysis begins with the notification of the incident at the Communications Center, and ends with the termination of incident operations. For the field officer, it begins when the call is dispatched.
 2. The initial incident analysis should consider:
 - a. Location of the incident (building type and occupancy, interstate highway, remote geographical location, etc.);
 - b. Time of the incident;
 - c. Life hazard;
 - d. Exposures;
 - e. Resources (on scene, en-route, immediately available, delayed, unavailable within necessary time constraints);
 - f. Most effective use and placement of initial units (appropriateness of fire or other SOPs, alternative assignments); and
 - g. Weather conditions.
- F. Establishing Command. The first fire department member or unit to arrive at the scene of a multiple unit response must assume Command of the incident. The initial Incident Commander will remain in Command until Command is transferred, or the incident is stabilized and Command is terminated.
1. One or two unit responses that are not going to escalate beyond the commitment of these companies do not require a establishment of a formal

command post. The first arriving unit or officer will, however, remain responsible for any needed Command functions.

2. Command Options. The responsibility of the first arriving unit or member to assume Command of the incident presents several options, depending on the situation. If a chief officer, member, or unit without tactical capabilities (i.e. staff vehicle, no equipment, etc.) initiates Command, the establishment of a Command Post should be a top priority. At most incidents the initial Incident Commander will be the unit officer. The following Command options define the unit officer's direct involvement in tactical activities and the modes of Command that may be utilized.
 - a. Investigative Mode (Mobile Command). These situations generally require investigation by the initial arriving unit while other units remain with their apparatus or are assigned tasks by Command. The OIC should go with the company to investigate while utilizing a portable radio to Command the incident.
 - b. Fast Attack Command Mode (Mobile Command). These situations require immediate action to stabilize, and require the unit officer's assistance and direct involvement in the attack. In these situations the unit officer goes with the crew to provide the appropriate level of supervision. Examples of these situations include:
 - 1) Offensive fire attacks (especially in marginal situations);
 - 2) Critical life safety situations (i.e. rescue) must be achieved in a compressed time;
 - 3) Any incident where the safety and welfare of firefighters is a major concern;
 - 4) Obvious working incidents that require further investigation by the unit officer; or
 - 5) Where fast intervention is critical, utilization of the portable radio will permit the unit officer's involvement in the attack without neglecting Command responsibilities.
 - 6) The Fast Attack Command mode should not last more than a few minutes and will end with one of the following:
 - i. Situation is stabilized;
 - ii. Situation is not stabilized and the unit officer must withdraw to the exterior and establish a Command Post. At some time the unit officer must decide whether or not to withdraw the remainder of the crew, based on the crew's capabilities and experience, safety issues, and the ability to communicate with the crew. No crews

should remain in a hazardous area without radio communication capabilities; or

iii. Command is transferred to another unit or chief officer. When a chief officer is assuming Command, the chief officer may opt to return the unit officer to his/her crew, utilize the unit officer as staff support, or assign him/her as a Division/Group Supervisor.

c. Command Mode (Stationary Command Post). Certain incidents, by virtue of their size, complexity, or potential for rapid expansion, require immediate strong, direct, overall Command. In such cases, the unit officer will initially assume an exterior, safe, and effective Command position and maintain that position until relieved by a chief officer. The tactical worksheet shall be initiated and utilized to assist in managing these types of incidents.

If the unit officer assumes a Command mode, the following options are available with regards to the assignment of the remaining crew members:

- 1) The officer may "move up" within the company and place the company into action with two or three members. One of the crewmembers will serve as the acting unit officer. The collective and individual capabilities and experience of the crew will regulate this action.
- 2) The officer may assign the crew members to work under the supervision of another unit officer. In such cases, the officer assuming Command must communicate with the officer of the other unit and indicate the assignment of those personnel.
- 3) The officer may elect to assign the crew members to perform staff functions to assist Command, such as information reconnaissance, filling out the tactical worksheet, etc.

G. Transferring Command. Command is transferred to improve the quality of the Command organization. When Command is transferred it should trigger upgrades in the Command structure.

1. In certain situations, it may be advantageous for the first arriving Incident Commander (i.e. unit officer) to transfer Command to the next on-scene unit officer. This is indicated when the initial commitment of the first arriving unit requires a full crew (i.e., an immediate rescue situation) and the unit officer cannot manage the Command Functions. Unit officers should avoid passing Command to the unit that will be the IRIC.
2. "Passing Command" to a unit that is not on the scene creates a gap in the Command process and compromises incident management. To prevent this "gap", Command **MUST NOT BE TRANSFERRED TO AN OFFICER WHO IS NOT ON THE SCENE**. It is preferable to have the initial arriving unit

officer continue to operate in the Attack mode until Command can be transferred to an arriving on-scene unit.

3. The first arriving dispatched chief officer must assume Command.
4. The actual transfer of Command is controlled by the guidelines described below.
 - a. Arriving ranking officers who assume Command will communicate with the officer who is being relieved on a face-to-face basis. The only exception to face-to-face transfer of command will be under the Fast Attack Command Mode when the initial Incident Commander is involved in life-saving tasks or the emergency condition has been brought under control.
 - b. The officer being relieved will brief the officer assuming Command, indicating:
 - 1) General incident situation status, i.e., incident type, location, magnitude, conditions, extension;
 - 2) Effectiveness of control efforts;
 - 3) Deployment and assignment of operating companies; and
 - 4) Appraisal of needs for additional resources at that time.
 - c. The arrival of a ranking officer at an incident does not mean Command has been transferred. Command is transferred only when the outlined communication functions have been completed.
 - d. The officer who is being relieved of Command should be used to best advantage by the officer who is assuming Command.
5. As an incident escalates or its complexity increases, higher-ranking chief officers may respond. The transfer of Command in these instances is controlled by the guidelines below.
 - a) An Assistant Chief has the authority to assume Command from a junior officer.
 - b) The Fire Chief has the authority to assume Command at any time.
 - c) A Higher Ranking Chief Officer can assume the position of Senior Advisor. The higher-ranking chief officer may decide to act as a Senior Advisor to the current Incident Commander instead of assuming Command. In the role of Senior Advisor the higher-ranking chief should consider the following issues:
 - i. Review and evaluate the incident action plan and suggest any needed changes.

- ii. Provide ongoing review of the overall incident.
 - iii. Review the organizational structure. Suggest change or expansion to meet the incident needs.
 - iv. Provide liaison with other city/county agencies and officials, outside agencies, property owners and tenants.
 - v. Forecast and react to the effect this incident will have on the community.
 - vi. The transfer of Command must be made face-to-face, and must include a thorough situational briefing. The only exception to face-to-face transfer of command will be under the Fast Attack Command Mode when the initial Incident Commander is involved in life-saving tasks or the emergency condition has been brought under control.
 - vii. The higher-ranking chief officer may decide to assume Command. When this occurs it may be appropriate to assign the previous Incident Commander to a tactical position or to another position at the Command Post.
 - i. One option would be to assign the junior officer to the Operations Section Chief position. This essentially results in only an ICS position change for this individual, who would continue to address ongoing incident management.
 - ii. Another option could be to assign the junior officer to a tactical command assignment. This assignment would be most appropriate for moderate scale incidents deemed not likely to expand (i.e., 2nd alarm commercial building or apartment fires, etc.) but that require intermediate supervision of tactical operations.
 - iii. A third option would be to assign the junior officer to the Support Officer. By assigning the original IC to the Support Officer, historical knowledge of what has taken place at the incident will be maintained at the command post.
 - iv. Option 3 ensures seamless continuity of Command, while allowing the new Incident Commander to address and focus on the overhead issues. This option should be considered for complex incidents or those that could expand to large-scale operations.
 - d) Additional arriving chief officers will be utilized to fill ICS general staff positions, to manage tactical units within a Branch, Division, or Group, or to assist with Command Post operations.
6. Command should fill the following positions as incident conditions dictate:

- a) Safety Officer.
- b) Group/Division Supervisor.
- c) Support Officer.

H. Develop Incident Action Plan (IAP). The primary function and responsibility of the Incident Commander is to determine the overall strategy based on the type and extent of incident conditions and to develop, implement, and manage an IAP. In conjunction with the incident conditions and other factors determined in the IOSR, the development of the control plan should consider:

1. The safety and welfare of incident control personnel;
2. Pre-incident planning information on structure or other hazard, if available;
3. The rescue or removal of involved or endangered civilian personnel;
4. The appropriate strategies, tactics and in-place standard operating procedures relevant to the type of incident, e.g., fire, rescue, hazardous materials, rail, etc.; and
5. The conservation of property.

I. Implement the Incident Action Plan.

1. Direct or redirect currently operating units as necessary. Unless all the units dispatched on the alarm are known, a listing of units assigned should be requested from the Communications Center. Constant monitoring of the status, location, and assignments of all units is critical to the safety and efficiency of incident control operations.
2. Request additional or special units and resources.

J. Manage the Incident Action Plan.

1. Request and assign additional resources.
 - a. If Command is not prepared to assign additional, requested resources a Staging Area should be designated and those units assigned to Staging. The first engine company OIC to arrive at the Staging Area will automatically become the Staging Area Manager, notify Command of their arrival, and assume the management of the Staging Area.
 - b. Occasionally, Command may ask the Staging Area Manager to determine the best location for the Staging Area and report back to Command.
 - c. The radio designation for the Staging Area Manager is "Staging." All communications involving Staging must be between Staging and Command (or between Staging and Operations, if established). All responding companies must stay off the air, respond directly to the

designated Staging Area, and report in person to the Staging Area Manager. They must stand by their unit with crew intact and warning lights turned off, when possible.

- d. When Command requests resources from Staging, the Staging Area Manager will verbally assign companies to report to specific Divisions/Groups, telling them where and to whom to report. Staging will then advise Command of the specific unit(s) assigned and the number of personnel assigned to each unit. The operating Division/Group officer may then communicate directly with the company by radio.
 - e. Staging will give Command periodic reports of available companies in Staging. After checking with Command regarding the need for additional resources, Staging may use another channel and communicate directly with the Communications Center for resources.
 - f. The Staging Area Manager is also responsible for:
 - i. Coordinating with police to block streets, intersections and other access required for the Staging Area;
 - ii. Ensuring that all apparatus is parked in an appropriate manner;
 - iii. Maintaining a log of companies available in the Staging Area;
 - iv. Taking inventory of all specialized equipment that might be required at the scene; and
 - v. Reviewing with Command what resources must be maintained in the Staging Area, and coordinating the request for these resources with the Emergency Communications Center.
 - g. In some cases, the Staging Area Manager may have to indicate the best direction of response and routing for responding companies to access the Staging Area.
2. Division/Group Supervisors are responsible for command and control of all assigned functions within their Division/Group. Division/Group Supervisors are responsible for:
- a. Completing objectives assigned by Command;
 - b. Monitoring work progress within the Division or Group;
 - c. Redirecting activities within the Division or Group, as necessary;
 - d. Coordinating with related activities (within and outside of their Division/Group);
 - e. Monitoring the welfare of Division/Group personnel;

- f. Requesting additional resources as needed;
 - g. Re-allocating resources within the Divisions/Groups; and
 - h. Keeping Command informed of the Division or Group's progress.
3. Command allocates overall resources to Divisions/Groups and depends upon Division/Group Supervisors for information on the resources required within that Division/Group. The Division/Group Supervisor must inform Command of conditions in his/her Division/Group through regular progress reports. He/she must advise Command immediately of significant changes in conditions in the Division/Group, i.e., those affecting the ability to complete the mission, hazardous conditions, accidents, collapse, etc.
 4. When a company is assigned from Staging to an operating Division/Group, the company must be told to which Division/Group and which Division/Group Supervisor the assignment was made, including the Division/Group Supervisor's location. The Division/Group Supervisor is informed which specific companies or units have been assigned to him or her by Command. It is then the Division/Group Supervisor's responsibility to contact the company to transmit any instructions on the specific action requested.
 5. The Division/Group Supervisor should be readily identifiable and maintain as visible a position as possible. He/she must be sufficiently mobile to be able to supervise the work of assigned companies, and may go into interior operating positions to monitor progress while maintaining radio communications.
 6. The primary function of the company officer working within a Division/Group is to direct the operations of his or her crew in performing assigned tasks. Company officers must advise their Division/Group Supervisors of work progress. If they determine that assistance is needed on assigned work tasks, they must request such assistance from the Division/Group Supervisor.
 7. Companies assigned to a Division/Group must direct communications to their Division/Group Supervisor and must use non-radio modes whenever possible. This does not preclude the use of radio communications within Divisions/Groups. Division/Group Supervisors will conduct radio communications with Command and with other Division/Group Supervisors. This procedure applies only to routine communications. "Emergency traffic" and MAYDAY procedures may be initiated by anyone as necessary.
 8. Command can assign Groups to perform the standard functions below, or may assign multiple Groups to the same function in complex situations.

Firefighting	Staging
Evacuation	Salvage and overhaul
Resources	Hazardous materials
Rehabilitation	Sewer and storm drain

Water	Support
EMS	Utilities
Lobby control	Stairwell Support
Ventilation	Rescue

9. Command may establish Divisions/Groups to perform any other special functions as required by the situation.
- K. Accountability. Command is responsible for monitoring the location and assignment of all personnel and companies working on the incident scene.
1. When assigning companies to groups, divisions, or branches the Incident Commander must inform the Group or Division Supervisor, or the Branch Director which companies are being assigned to the group, division, or branch.
 2. Group and Division Supervisors and Branch Directors must closely supervise personnel and account for personnel assigned to their units.
 3. The Incident Commander will assign an Accountability Officer when possible to assist with the monitoring of personnel location and assignments. If an Accountability Officer is not assigned the Incident Commander will maintain responsibility for personnel accountability.
 4. The Accountability Officer or the Incident Commander will conduct Personnel Accountability Reports (PAR) every 20 minutes.
 5. When divisions and/or groups have been assigned, PARs will be conducted with the division or groups supervisors, not each individual company. When a company(s) has not been assigned to a division or group, the PAR will be conducted with those company officers.
- L. Incident Commander. The Incident Commander must continuously re-assess the effectiveness of the incident control plan and revise it as necessary. The Incident Commander will:
1. Use an Incident Command chart or card, as appropriate to the complexity of the incident, to maintain status and to record the activities of personnel and units;
 2. Coordinate the transfer of Command as required;
 3. Be responsible for the initial and continuing control of the communications process;
 4. Assure that any civilian or non-member personnel, including representatives of other agencies who wish to enter the incident area, obtain authorization from the Incident Commander or his designee; and

5. Assure that the proper support activities for fire/rescue and civilian personnel are provided. These considerations include (but are not limited to) those listed below.

<u>Consideration</u>	<u>Organization(s)</u>
Shelter-Civilian	American Red Cross
Shelter-Control Personnel	Emergency Management
Food-Water	
Dry/Warm Clothing	
Expanded "on-scene" Command Post and communications capability	Spartanburg Public Safety Command
Command Post	Spartanburg County Unified
Mass casualty medical supplies	Spartanburg EMS American Red Cross National Guard
Hazardous Materials	Hazmat Team DHEC, EPA
Technical Rescue	SART Greenville County Tech Rescue South Carolina US&R
Refueling	Spartanburg Public Works
Transportation	SPARTA Spartanburg Regional School Board
Temporary Shelter	
<u>Consideration</u>	<u>Organization(s)</u>
Foam (additional)	GSP Croft Fire Department County Fire Departments' Foam Trailers
Heavy equipment	Spartanburg Public Works Private Contractors National Guard

M. Demobilization. The Incident Commander will then return companies to service and terminate command when he or she has:

1. Assured that the incident control objectives have been, and the incident has been mitigated;
2. Debriefed units, Divisions/Group Supervisors, and other officers as necessary;
3. Debriefed owner/occupant, and other civilian personnel as necessary; and
4. Assured and required that proper reporting is accomplished.

VII. COMPLEX INCIDENTS

A. **Unified Command (UC)**. When there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions, UC is required. Agencies work together through the designated members of the UC to establish a common set of objectives and strategies and a single IAP. Often the senior people from agencies and/or disciplines participate in UC. This is accomplished without losing or abdicating agency authority, responsibility, or accountability. The following are examples of when Unified Command is applied:

1. Incidents that impact more than one political jurisdiction
2. Incidents involving multiple agencies (or departments) within the same political jurisdiction
3. Incidents that impact (or involve) several political and functional agencies

B. **Multi-agency Coordination Systems (MACS)**. In order to facilitate the process of unified command, a multi-agency coordination system must be in place. This system is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting incident management activities.

1. The primary functions of MACS are to: support incident management policies and priorities; facilitate logistics support and resource tracking; inform resource allocation decisions using incident management priorities; coordinate incident related information; and coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.
2. Direct tactical and operational responsibility for conducting incident management activities rests with the Incident Command.
3. The system elements for the MACS may contain an Emergency Operations Center (EOC) and multi-agency coordinating entities.
4. The EOC represents the physical location at which the coordination of information and resources to support incident management activities normally takes place. The Command Post located at or near an incident site, although focused on the tactical on-scene response, may perform EOC like functions in a smaller-scale incident or during the initial phase of a larger, more complex event. EOCs activated to support larger, more complex events are established in a more central facility; at a higher level of organization within a jurisdiction.

5. Multi-agency coordination entities typically consist of principals (or their designees) from organizations and agencies with direct incident management responsibility or with significant incident management support or resource responsibilities.
 6. The principal functions of multiagency coordination entities include:
 - a. Ensuring that each agency involved in incident management activities is providing appropriate situational awareness and resource status information
 - b. Establishing priorities between incidents and/or Area Commands in concert with the IC or UCs involved
 - c. Acquiring and allocating resources required by the incident management personnel in concert with the priorities established by the IC or UC
 - d. Anticipating and identifying future resource requirements
 - e. Coordinating and resolving policy issues arising from the incident
 - f. Providing strategic coordination as required
- C. Public Information Systems. Systems and protocols for communicating timely and accurate information to the public are critical during crisis or emergency situations. The Public Information Officer (PIO) is a key staff member supporting the incident command structure. The PIO represents and advises the IC on all public information matters relating to the incident.
1. The Joint Information System (JIS) provides an organized, integrated, and coordinated mechanism to ensure the delivery of understandable, timely, accurate, and consistent information to the public. It encompasses all public information operations related to an incident, including all federal, state, local, and private organizations PIOs, staff, and Joint Information Centers (JIC) established to support an incident. Key elements include:
 - a. Interagency coordination and integration
 - b. Developing and delivering coordinated messages
 - c. Support for all decision makers
 - d. Flexibility, modularity, and adaptability
 2. A JIC is a physical location where PIOs from organizations involved in incident management activities can collocate to perform critical Emergency

information, crisis communications, and public affairs functions. The following must be noted:

- a. The JIC must include representatives of each jurisdiction, agency, private-sector, and nongovernmental organization involved in incident management activities.
- b. A single JIC location is preferable, but the system should be flexible and adaptable enough to accommodate multiple JIC locations when the circumstances of an incident require such. Multiple JICs may be needed for a complex incident spanning a wide geographic area or multiple jurisdictions.

D. Area Command. Area Command is an expansion of the incident command function primarily designed to manage a very large incident that has multiple incident management teams assigned. However, an Area Command can be established at any time that incidents are close enough that oversight direction is required among incident management teams to ensure conflicts do not arise. The functions of Area Command are to coordinate the determination of:

- Incident objectives
 - Incident strategies
 - Priorities for the use of critical resources allocated to the incident assigned to the Area Command.
1. The organization is normally small with personnel assigned to Command, Planning, and Logistics. Depending on the complexity of the interface between the incidents, specialists in other areas such as aviation may also be assigned to Area Command.
 2. When an area command is established, the oversight of all activities within the geographic area remains the responsibility of the area commander. Units are no longer dispatched by the communications center directly to incidents. Rather, Area Command requests resources to the established “Base”. The communications center forwards incident requests to the area command. Area command then prioritizes calls for assistance and deploys units appropriately.
 3. The Area Commander is responsible for the overall direction of incident management teams assigned to the same incident or to incidents in close proximity. This responsibility includes ensuring that conflicts are resolved, incident objectives are established, and strategies are selected for the use of critical resources.

4. Area Command also has the responsibility to coordinate with local, state, federal, and volunteer assisting and/or cooperating organizations.