

Lake County Fire Service Standard Operating Guidelines

Command Structure	SOG: 002 Effective Date: April 1, 2011 Supersedes: Approved: <hr/> President, Lake County Association of Chiefs of Fire Page 1 of 15
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1.0 PURPOSE

- 1.1 To provide an organizational structure for efficient and effective emergency incident management. The size and complexity of the organizational structure will be determined by the scope of the emergency. See Addendum A, Incident Types.
- 1.2 The Lake County Fire Chiefs recognize the need for a uniform, effective Command system. Such a system must be compatible with all nationally accepted Command systems. This organization adopts the National Incident Management System.

2.0 DIVISIONS AFFECTED

- 2.1 All Lake County Fire Department personnel.

3.0 RESPONSIBILITY

- 3.1 All Officers are responsible to comply with and ensure that personnel under their command are adequately trained, fully understand, and comply with this guideline.
- 3.2 All members have the responsibility to learn and follow this guideline.
- 3.3 The Incident Commander is responsible for developing an adequate command structure to effectively mitigate the emergency at hand.

4.0 INCIDENT MANAGEMENT SYSTEM (IMS) OPERATIONS

- 4.1 The IMS should be considered the basic incident management system to be used on any size or kind of incident. The only change in using the IMS on a very large incident rather than a small incident is the method of growth of the basic emergency management organization to meet the increased needs. Thus, the full establishment of the IMS should be viewed as an extension of the existing incident organization. The determination to expand the organization will be that of Command.
- 4.2 The IMS should be initiated as soon as possible after arrival on the emergency incident scene and implementation of initial tactical control measures.

4.3 Initial Response

- A. The first arriving unit or Officer will assume command until the arrival of a higher-ranking Officer.
- B. Upon arrival of a higher ranking Officer, they will be briefed by the on-scene incident Commander. The higher ranking Officer will follow local procedures with respect to assumption of command. This transfer of command is to be announced. The Officer being relieved of command responsibilities will be reassigned by the new Incident Commander..

4.4 A reinforced response will be initiated when the on-scene Incident Commander determines that the initial response resources will be insufficient to deal with the size or complexity of the incident. Reinforced response may consist of additional department response, off-duty personnel call-back, and mutual aid assistance.

5.0 COMMAND ORGANIZATION

5.1 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 use to achieve the harmonious balance between managing personnel and incident needs.

- A. Large scale complex incidents — Large Command Organization.
- B. Small scale and "simple" incidents — Small Command Organization.

See Addendum B, Command Team description.

5.2 The basic configuration of Command includes three levels:

- A. Strategic level — Overall direction of the incident.
- B. Tactical level — Assigns operational objectives.
- C. Task level — Specific tasks assigned to Companies.

5.3 The strategic level involves the overall command of the incident. The Incident Commander is responsible for the strategic level of the Command structure. The Incident Action Plan (IAP) should cover all strategic responsibilities, all tactical objectives, and all support activities needed during the entire operational period. The Incident Action Plan defines where and when resources will be assigned to the incident to control the situation. This plan is the basis for developing a Command organization, assigning all resources, and establishing tactical objectives. The strategic level responsibilities include:

OFFENSIVE OR DEFENSIVE

- A. Determining the appropriate strategy.
- B. Establishing overall incident objectives.
- C. Setting priorities.
- D. Developing an Incident Action Plan (IAP).
- E. Obtaining and assigning resources.
- F. Predicting outcomes and planning.
- G. Assigning specific objectives to tactical level units.

5.4 The tactical level leader directs operational activities toward specific objectives. Tactical level leaders include, Branch, and Division or Area Supervisors, who are in charge of grouped resources. Tactical level leaders are responsible for specific geographic areas or functions, and supervising assigned personnel. A tactical level assignment comes with the authority to make decisions and assignments, within the boundaries of the overall plan and safety constraints. The accumulated achievements of tactical objectives should accomplish the strategy as outlined in the Incident Action Plan.

5.5 The task level refers to those activities normally accomplished by individual companies or specific personnel. The task level is where the work is actually done. Task level activities are routinely supervised by Company Officers. The accumulated achievements of task level activities should accomplish tactical objectives.

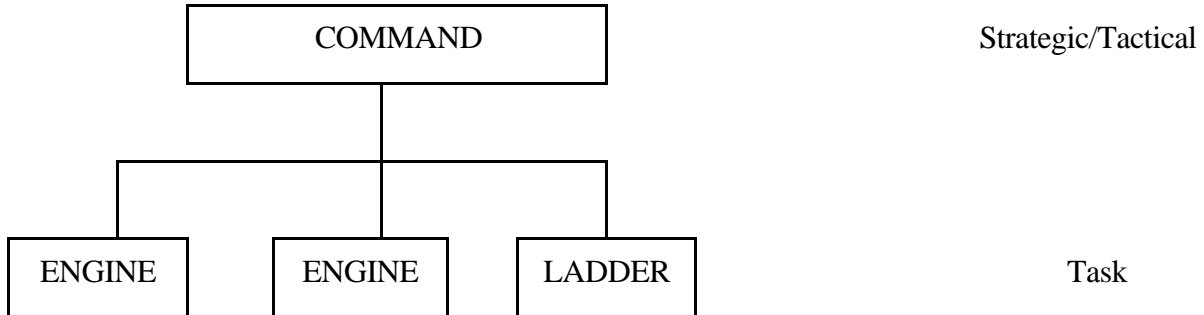
6.0 COMMAND STRUCTURE – BASIC ORGANIZATION

6.1 EXAMPLES

The most basic Command structure combines all three levels of the Command structure. The Company Officer on a single engine response to a dumpster fire determines the strategy and tactics, and supervises the crew doing the task.

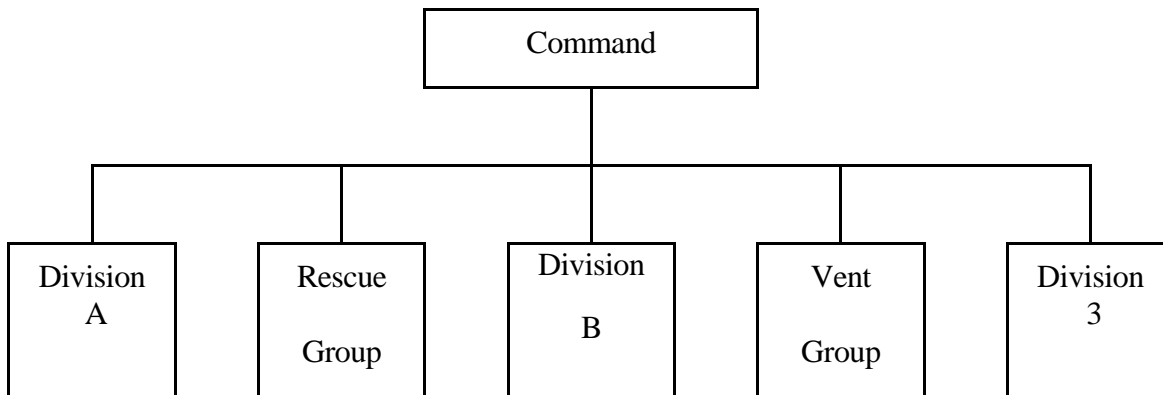


- B. The basic structure of a "routine" incident, involving a small number of companies, requires only two levels of the Command structure. The role of Command combines the strategic and tactical levels. Companies report directly to Command and operate at the task level.



Exterior designations are identified by alpha letter identifiers. Starting at the front of a building and progressing clockwise around the building as illustrated.

	Charlie	
Bravo		Delta
	Alpha	



6.3 Division or Area – BASIC OPERATIONAL APPROACH

- A. The use of Divisions and Areas in the Command organization provides a standard system to divide the incident scene into smaller subordinate management units or areas.
- B. Complex emergency situations often exceed the capability of one Officer to effectively manage the entire operation. Divisions reduce the span-of-control to more manageable smaller-sized units. Areas allow the Incident Commander to communicate principally with these organizational levels, rather than multiple, individual Company Officers providing an effective Command structure and incident scene organization. Generally, Divisions and Areas responsibilities should be assigned early in the incident, typically to the first Company assigned to a geographic area or function. This early establishment of Divisions, Areas, and Branches provides an effective Incident Command organization framework on which the operation can be built and expanded.
- C. The number of Divisions that can be effectively managed by the Incident Commander varies. Normal span-of-control is 3-7. In fast moving, complex operations, a span-of-control of no more than 5 Divisions is indicated. In slower moving less complex operations, the Incident Commander may effectively manage more Divisions and Areas.
- D. Where the number of Divisions or Areas exceeds the span-of-control that the Incident Commander can effectively manage, the incident organization can be expanded to meet incident needs, by assigning an Operations Section Chief. The Operations Section is responsible for the Branches, Divisions or Areas. Each Branch is responsible for several Divisions or Areas and should be assigned a separate radio channel.
- E. Division and Area procedures provide an array of major functions which 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 Area.
- F. When effective Divisions or Areas have been established, the Incident Commander can concentrate on overall strategy and resource assignment, allowing the Divisions or Areas to manage their assigned units.
 - 1. The Incident Commander determines strategy and assigns tactical objectives and resources to the Groups or Divisions.
 - 2. Each Branch Supervisor is responsible for the tactical deployment of the resources at their disposal, in order to complete the tactical objectives assigned by the Incident Commander.

3. Divisions and Areas are also responsible for communicating needs and progress to Command or to Operations, if established.
- G. Divisions and Areas reduce the overall amount of radio communications. Most routine communications within a Division or Area should be conducted in a face-to-face manner. This process reduces unnecessary radio traffic and increases the ability to transmit critical radio communications.
- H. The safety of firefighting personnel represents the major reason for establishing Divisions or Areas. Each Division or Area must maintain communication with assigned companies to control both their position and function. The Division or Area must constantly monitor all hazardous situations and risks to personnel. The Division or Area must take appropriate action to ensure that companies are operating in a safe and effective manner.
- I. The Incident Commander should begin to assign Divisions or Areas based on the following factors:
1. Situations which will eventually involve a number of companies or functions, beyond the capability of Command to directly control. Command should initially assign responsibilities to the first companies assigned to a geographic area or function until Chief Officers are available.
 2. When Command can no longer effectively cope with (or manage) the number of companies currently involved in the operation.
 3. When companies are involved in complex operations. (Large interior or geographic area, hazardous materials, technical rescues, etc.)
 4. When companies are operating from tactical positions which Command has little or no direct control (i.e., out of sight).
 5. When the situation presents special hazards and close control is required over operating companies (i.e., unstable structural conditions, hazardous materials, heavy fire load, marginal offensive situations, etc.).
- J. When establishing a Division or Area, the Incident Commander will assign:
1. Tactical objectives.
 2. A radio designation (Roof Area, Division Alpha).
 3. The identity of resources assigned to the Division or Area.

7.0 Division or Area GUIDELINES

- 7.1 It will be the ongoing responsibility of Command to assign Divisions or Areas as required for effective emergency operations; this assignment will relate to both geographic and functional.
- 7.2 Command shall advise each Division or Area of specific tactical objectives. The overall strategy and plan will and should be provided, (time permitting) so the Divisions has some idea of what's going on and how their assignment fits into the overall plan.
- 7.3 The number of companies assigned to a Division or Area will depend upon conditions within that Division or Area. Command will maintain an awareness of the number of companies operating within a Division or Area and the capability of that Division or Area to effectively direct operations. If a Division or Area cannot control the resources within the Division or Area, they should notify the Incident Commander so that Division or Area responsibilities can be split or other corrective action taken.
- 7.4 The incident scene should be subdivided in a manner that makes sense. This should be accomplished by assigning Division or Area either to geographic locations (i.e., Roof Area, Division Alpha, etc.) or assigning functional responsibilities (i.e., Ventilation Group, Salvage Division, etc.).
- 7.5 Division or Area Supervisors will use the Division or Area designation in radio communications (i.e., "Command, this is Roof Area").
- 7.6 Divisions or Areas will be commanded by Chief Officers, Company Officers, or any other Fire Department member designated by Command.
- 7.7 The guideline for span-of-control with Division or Area is five (5). This applies to Operational Division or Area. Many of the functional responsibilities (P.I.O., Safety, etc.) are driven by standard operating procedures. These types of functional responsibilities should operate automatically and as such should not be included in the Incident Commander's span-of-control.
- 7.8 Regular Transfer of Command procedures will be followed in transferring Division or Area responsibility.
- 7.9 In some cases, a Division or Area Supervisor may be assigned to an area/function initially to evaluate and report conditions and advise Command of needed tasks and resources. The assigned Officer will proceed to the Division or Area, evaluate and report conditions to the Incident Commander, and assume responsibility for directing resources and operations within his/her assigned area of responsibility.
- 7.10 The Division or Area Supervisor must be in a position to directly supervise and monitor operations. This will require the Division or Area Supervisor to be equipped

with the appropriate protective clothing and equipment for their area of responsibility. Division or Area Supervisors assigned to operate within the hazard zone must be accompanied by a partner.

- 7.11 Division or Area Supervisors will be responsible for, and in control of, all assigned functions within their Division or Area. This requires each Division or Area Supervisor to:
- A. Complete objectives assigned by Command.
 - B. Account for all assigned personnel.
 - C. Ensure that operations are conducted safely.
 - D. Monitor work progress.
 - E. Redirect activities as necessary.
 - F. Coordinate actions with related activities, and adjacent Divisions or Areas.
 - G. Monitor welfare of assigned personnel.
 - H. Request additional resources as needed.
 - I. Provide Command with essential and frequent progress reports.
 - J. Re-allocate resources within the Division or Area.
- 7.12 The Division or Area Supervisor should be readily identifiable and maintain a visible position as much as possible (vest required).
- 7.13 The primary function of Company Officers working within a Division or Area is to direct the operations of their individual crews in performing assigned tasks. Company Officers will advise their Division or Area Supervisor of work progress, preferably face-to-face. All requests for additional resources or assistance within an Area or Division must be directed to the Supervisor. Division or Area Supervisors will communicate with "Command".
- 7.14 Each Division or Area Supervisor will keep Command informed of conditions and progress through regular progress reports. The Division or Area Supervisor must prioritize progress reports to essential information only.
- 7.15 Command must be advised immediately of significant changes, particularly those involving the ability or inability to complete an objective, hazardous conditions, accidents, structural collapse, etc.
- 7.16 When a company is assigned from Staging to an operating Division or Area, the company will be told to what Division or Area, and the name of the Supervisor they

will be reporting to. The Division or Area Supervisor will be informed of which particular companies or units have been assigned by the Incident Commander. It is then the responsibility of the Supervisor to contact the assigned company to transmit any instructions relative to the specific action requested.

- 7.17 Division or Area Supervisors will monitor the condition of the crews operating in their Division or Area. Relief crews will be requested in a manner to safeguard the safety of personnel and maintain progress toward the objectives.
- 7.18 Division or Area Supervisors will ensure an orderly and thorough reassignment of crews to Rehab. Crews must report to Rehab intact to facilitate accountability.

Division or Area

___ Obtain vest, clipboard and any orders from Incident Command.

- Division or Area reports to: Command (or Operations if established).
- Radio designation: "___ Division or Area " or " Division or Area ___"

___ Establish and maintain radio contact with:

___ Command _____frequency/channel
___ Operations _____frequency/channel

___ The Division or Area Supervisor must:

- ___ Be in a position to directly supervise and monitor operations.
- ___ Complete objectives assigned by Command.
- ___ Account for all assigned personnel.
- ___ Ensure that operations are conducted safely.
- ___ Monitor work progress.
- ___ Redirect activities as necessary.
- ___ Coordinate actions with related activities, and adjacent Division or Area.
- ___ Monitor welfare of personnel.
- ___ Request additional resources as needed.
- ___ Provide Command with essential and frequent progress reports.
- ___ Re-allocate resources within the Division or Area.

___ The Division or Area Supervisor should be readily identifiable and maintain a visible position as much as possible.

The primary function of Company Officers working within a Division or Area is to direct the operations of their individual crews in performing assigned tasks. Company Officers will advise their Division or Area Supervisors of work progress, preferably face-to-face. All requests for additional resources or assistance within a Division, Area or Branch must be directed to the Division or Area Supervisors. Division or Area Supervisors will communicate with "Command".

COMMAND MUST BE ADVISED IMMEDIATELY OF SIGNIFICANT CHANGES,

PARTICULARLY THOSE INVOLVING THE ABILITY OR INABILITY TO COMPLETE AN OBJECTIVE, HAZARDOUS CONDITIONS, ACCIDENTS, STRUCTURAL COLLAPSE, ETC.

ADDENDUM A - Incident Types:

Unit 2 ICS Fundamentals Review

ICS Review Materials: Incident Complexity and Types

Incident Types

Incidents may be typed in order to make decisions about resource requirements. Incident types are based on the following five levels of complexity. (Source: U.S. Fire Administration)

Type 5	<ul style="list-style-type: none"> ▪ The incident can be handled with one or two single resources with up to six personnel. ▪ Command and General Staff positions (other than the Incident Commander) are not activated. ▪ No written Incident Action Plan (IAP) is required. ▪ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. ▪ Examples include a vehicle fire, an injured person, or a police traffic stop.
Type 4	<ul style="list-style-type: none"> ▪ Command staff and general staff functions are activated only if needed. ▪ Several resources are required to mitigate the incident, including a Task Force or Strike Team. ▪ The incident is usually limited to one operational period in the control phase. ▪ The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated. ▪ No written Incident Action Plan (IAP) is required but a documented operational briefing will be completed for all incoming resources. ▪ The role of the agency administrator includes operational plans including objectives and priorities.
Type 3	<ul style="list-style-type: none"> ▪ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. ▪ Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. ▪ A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team. ▪ The incident may extend into multiple operational periods. ▪ A written IAP may be required for each operational period.
Type 2	<ul style="list-style-type: none"> ▪ This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. ▪ Most or all of the Command and General Staff positions are filled. ▪ A written IAP is required for each operational period. ▪ Many of the functional units are needed and staffed. ▪ Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). ▪ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.
Type 1	<ul style="list-style-type: none"> ▪ This type of incident is the most complex, requiring national resources to safely and effectively manage and operate. ▪ All Command and General Staff positions are activated. ▪ Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. ▪ Branches need to be established. ▪ The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated. ▪ Use of resource advisors at the incident base is recommended. ▪ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

ADDENDUM B – Command Team / Incident Advisory Team:

Note: The roles and responsibilities of the Command Team are identical to the roles and responsibilities of the Incident Advisory Team. The Command Team consists of the Incident Commander (IC), Support Officer, and Senior Advisor. On the Incident Advisory Team these roles are filled by the Incident Commander (IC), Support Advisor, and Incident Advisor respectively. Our system uses Command Team terminology but as previously stated the roles and responsibilities for each position remains the same.

A Command Team is an organizational response to quickly provide enough command and control to rapidly bring a significant incident under control. The primary players in the Command Team are the IC, Support Officer, and Senior Advisor.

The incident scene is often dynamic and intense. As the incident grows into and past the requirements of a first alarm assignment, the IC can become overwhelmed with information management, assigning companies, filling out and updating the tactical worksheet, planning, forecasting, calling for additional resources, talking on the radio, and fulfilling all the other functions of Command. The immediate need of Command at this point is support. In some organizations the IC's driver (FIT, ISO, BSO etc.) fulfills the role of Support Officer, in organizations without this advantage the IC may choose to utilize the next arriving Command Officer as a Support Officer. The IC may decide to assign the second Command Officer to a Sector /Division/Group if he/she feels the presence of a Command Officer in a particular S/D/G will improve safety and communications in that S/D/G by reducing the span of control.

Establishing an Incident Command Team

The first in command officer, assumes command (IC #2) from the initial IC (IC #1, usually a company officer). Once IC #2 assumes Command the FIT (if used) becomes his/her Support Officer and the designated Incident Safety Officer (ISO). If the initial assignment stabilizes the situation, this is as far as command needs to grow. If the situation is not stabilized and continues to grow, so does the command organization. The next in command officer stages on the radio. IC #2 normally assigns this officer to a Sector/Division/Group, but if IC #2 does not have a FIT, the second officer may be assigned as IC #2's support officer (and ISO) as described earlier. The IC and the Support Officer are the first and second members of the Command Team.

Objectives.

1. Assume and announce Command and establish an effective initial command position (Command Post).
2. Rapidly evaluate the situation (size up).
3. Initiate, maintain, and control effective incident communications.
4. Provide and manage a steady, adequate, and timely stream of appropriate resources.
5. Identify the incident strategy, develop an Incident Action Plan (IAP), and assign companies and personnel consistent with plans and standard operating procedures.
6. Develop an effective incident organization using Sectors/Divisions/Groups to decentralize and delegate geographic and functional responsibility.
7. Review, and revise (as needed) the strategy to keep the IAP current.
8. Provide for the continuity, transfer, and termination of Command.

Roles and Responsibilities of the Support Officer:

- Define, evaluate, and recommend changes to the incident action plan.
- Provide direction relating to tactical priorities and specific critical fireground factors.
- Become the Incident Safety Officer
- Evaluate the need for additional resources.
- Assign logistics responsibilities.
- Assist with the tactical worksheet for control and accountability.
- Evaluate the fireground organization and span of control.
- Other duties as necessary.

The third member of the Command Team is the Senior Advisor. The Senior Advisor is normally the highest ranking or most experienced member of the Command Team. The Officer serving as "Command" and the Support Officer will 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 looking at the entire incident and its impact from a broader perspective and providing direction, guidance and advice to the IC and/or Support Officer.

Role and Responsibilities of the Senior Advisor

- Review and evaluate the incident action plan, and initiate any needed changes.
- Provide on-going review of the overall incident (THE BIG PICTURE).
- Review the organizational structure, initiate change or expansion to meet incident needs.
- Initiate Section and Branch functions as required.
- Provide a liaison with other city agencies and officials, outside agencies, property owners

and/or tenants.

- Forecast and react to the effect this incident will have on surrounding neighborhoods, Public Officials, and city staffing.
- Prepare to transition to long-term operations by establishing operational periods and advising Command as to the need for an All Hazards Incident Management Team (AHIMT), state or federal assistance.
- Provide a transitional briefing to the incoming IMT if one has been assigned to the incident. In order to maintain continuity and overall effectiveness, the Senior Advisor and Support Officer must be in the Command Post with the IC. The result is there are three people performing the functions of Command. They are working as a team to enhance the Command process and make the functions of Command more effective. The Officer assigned to communicate directly to Companies, Divisions / Groups, or Branches will use the radio designation "Command", and should be the only member of the Command Team talking on the tactical radio channel.