



International
Association
of Fire Chiefs



National
Fire Protection
Association

Fire Officer

Principles and Practice
THIRD EDITION



Chapter 15 Managing Incidents (Fire Officer I)

Fire Officer I Objectives

- Explain how the Incident Command System was created.
- Describe the National Incident Management System.
- Describe the postincident review process.

Fire Officer I Objectives

- Describe the fire officer's role in incident management.
- Discuss strategic-level incident management.

Introduction

- The fire officer must:
 - Be prepared to perform the duties of the first-arriving officer
 - Be fully competent at working within the Incident Command System (ICS) as a unit, group, or division leader

The Origin of Incident Management

- Fire service incident management was once a local activity.
- Two programs provided the foundation for the National Incident Management System (NIMS):
 - FIRESCOPE
 - Fire-Ground Commander

FIRESCOPE

- Created in the wake of massive southern California wildfires
- Developed a standardized method of:
 - Setting up incident management structure
 - Coordinating strategy and tactics
 - Managing resources
 - Disseminating information

Fire-Ground Commander Program

- Developed in Phoenix, Arizona, to meet the needs of an all-hazards metropolitan fire department
- Focused on small and medium-sized urban emergencies

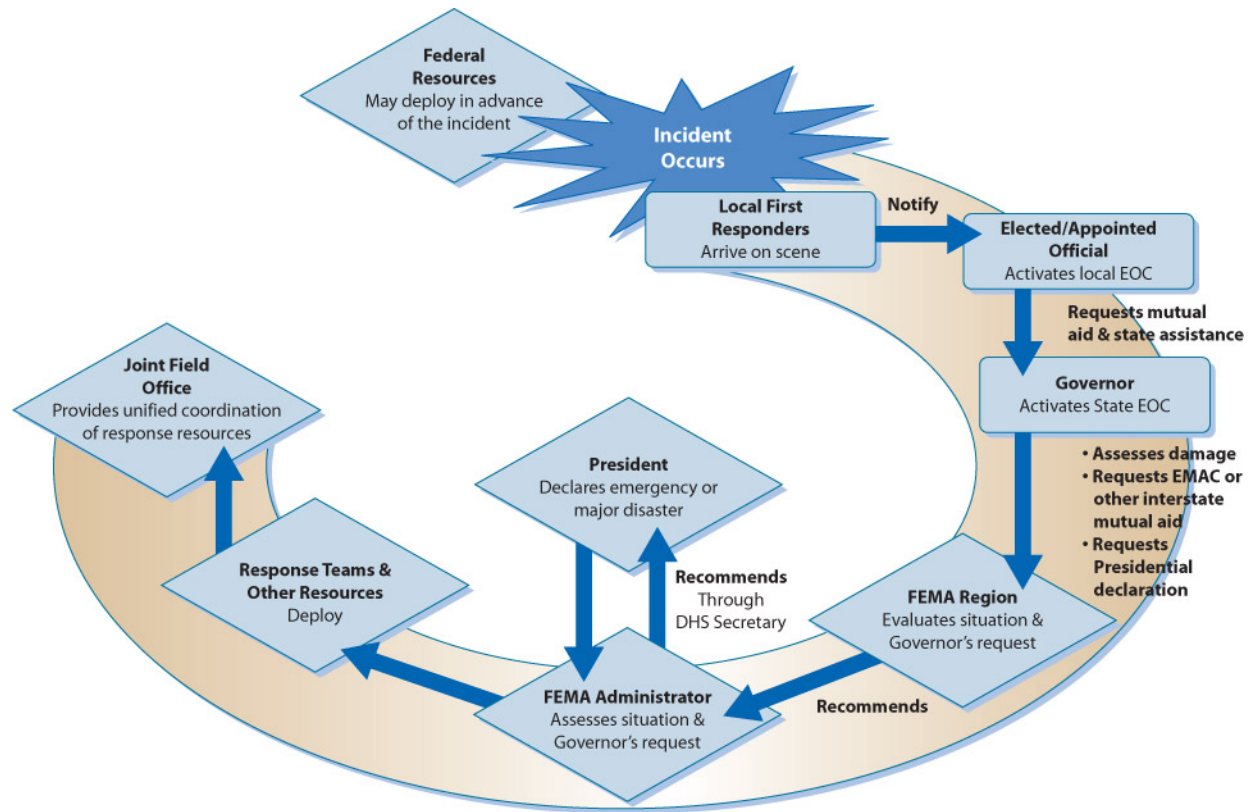
Developing One System

- The first edition of NFPA 1561 was issued in 1990.
- Its improved national preparedness includes:
 - National Response Framework
 - National Incident Management System

Incident Command System

- The ICS is located within the NIMS Command and Management component.
- Local emergency response agencies were required to adopt it to remain eligible for federal disaster assistance.
 - Required training in the core NIMS curriculum

Incident Command System



Courtesy of NIMS/FEMA

National Incident Management System

- The Stafford Act was amended in 2007 to provide federal government disaster and emergency assistance.

		Levels of Training				
		Awareness	Advanced	Practicum		
Components of NIMS	Preparedness	IS-700	IS 800 IS 705			
	Communications & Info Management		IS 704			
	Resource Management		IS 703 IS 706 IS 707			
	Command & Management		ICS	ICS 100 ICS 200	ICS 300 ICS 400	Position-specific courses
			MACS	ICS 701		
		Public Info	ICS 702			
Ongoing Management & Maintenance						

Courtesy of the National Response Plan (NRP)/United States Army Combined Arms Center.

National Incident Management System

- NIMS makes it easier for organizations to work together.
 - Five components:
 - Preparedness
 - Communications and information management
 - Resource management
 - Command and management
 - Ongoing management and maintenance

Postincident Review

- A review should be conducted after emergency operations are performed.
 - Should be viewed as a potential learning experience
 - Format depends on the nature and magnitude of the incident

Preparing Information for an Incident Review

- The incident commander conducts the multiple-company incident review.
 - Preparatory work is often done by one of the company officers.
- Information about the situation leading up to the incident should be obtained.

Conducting a Critique

- Each company takes a turn explaining what its members saw and did.
- The moderator should keep the analysis directed.

Table 15-1 Incident Review Questions

- Did the preincident plan provide accurate and useful information?
- Are there factors that could have or should have been addressed by fire prevention before the incident?
- Were the appropriate units dispatched based on procedures and the information that was received?
- Were the units dispatched in a timely manner?
- Was the appropriate information obtained and transmitted to the responding units?
- What was the situation on arrival?
- What was the initial strategy as determined by the initial incident commander?
- How did the strategy change during the incident?
- How was the Incident Command structure developed?
- Were the resources provided adequate for the situation?
- How were the resources allocated and assigned?
- Were standard operating procedures followed?
- Do any standard operating procedures need to be changed?
- Which unusual circumstances were encountered, and how were they addressed?
- Is additional training needed?
- Did all support systems function effectively?

Conducting a Critique

- The officer directing the critique should provide his or her assessment.
 - If the outcome was positive, praise should be distributed.
 - If there is room for improvement, note the valuable lessons learned.

Documentation and Follow-up

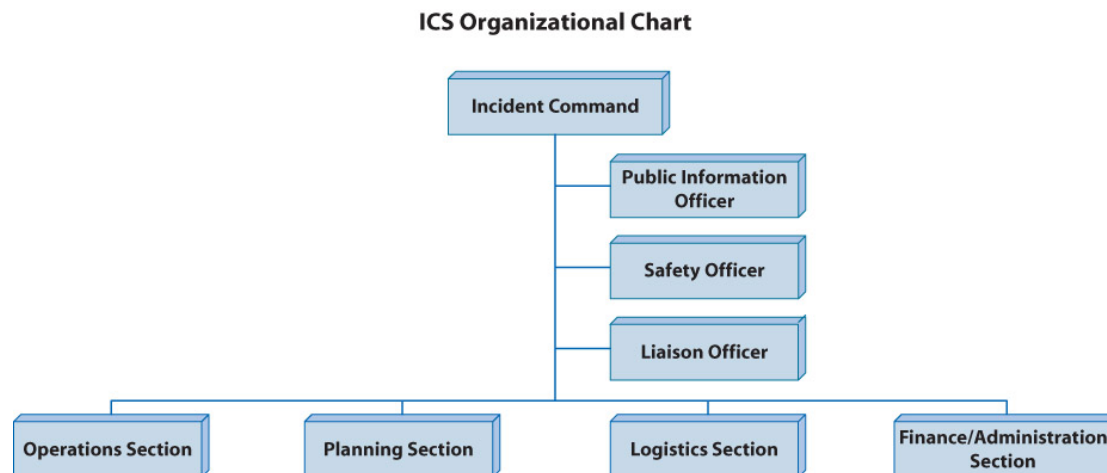
- Written documentation is prepared for departmental records.
- Appropriate follow-up should address training needs and policy changes.

The Fire Officer's Role in Incident Management

- Every fire officer is expected to be able to function as the initial incident commander, as well as a company-level supervisor, within ICS.
 - The first-arriving fire officer has the responsibility to establish command.

The Fire Officer's Role in Incident Management

- ICS can be incrementally implemented.
- ICS allows the company officer to maintain a manageable span of control.



Levels of Command

- Strategic level: sets overall direction and goals
- Tactical level: acts to achieve strategic goals
- Task level: acts to achieve tactical goals

Strategic-Level Incident Management

- Three strategic priorities:
 1. Life safety
 2. Incident stabilization
 3. Property conservation

Strategic-Level Incident Management

- Also responsible for:
 - Building a command structure that matches the needs of the incident
 - Translating strategic priorities into tactical objectives
 - Assigning resources required

Establishing Command

- The first fire officer to arrive establishing command.
- The initial incident commander provides an initial radio report and announces that command has been established.

Command Options

- Investigation mode
 - There may be nothing showing, or it may appear to be a minor situation.
- Fast-attack mode
 - Immediate action is necessary to save life.

Command Options

- Command mode
 - For large, complex, or dangerous events.
 - The company-level officer's involvement in tactical operations is less important than command.
 - A tactical worksheet should be initiated.

Command Options

FIRE AND RESCUE DEPARTMENTS OF NORTHERN VIRGINIA
INITIAL INCIDENT COMMAND BOARD

ADDRESS/COMMAND:				INITIAL RIT ENGINE:		
FIRST ALARM		Floor, Group, Division, Branch	Floor, Group, Division, Branch	Floor, Group, Division, Branch	OPERATIONS CHANNEL:	
ENGINE					TASKS	REQUESTS
ENGINE					WATER SUPPLY	GAS COMPANY
ENGINE					PRIMARY SEARCH	POWER COMPANY
ENGINE					LADDERS	FIRE INVESTIGATOR
TRUCK					VENTILATION	POLICE
TRUCK					UTILITY CONTROL	LIGHT/AIR UNITS
RESCUE					NOTES	
MEDIC						
AMB						
BFC						
EMS CAPT						
SECOND ALARM		Floor, Group, Division, Branch	Floor, Group, Division, Branch	Floor, Group, Division, Branch		
ENGINE						
ENGINE						
ENGINE						
ENGINE						
TRUCK						
TRUCK						
RESCUE						
RESCUE						
MEDIC						
MEDIC						
AMB						
AMB						
BFC						
BFC						
EMS CAPT						
EMS CAPT						

CHECK ALL OPERATING UNITS AIR SUPPLY. CREWS WITH 2000 PSI OR LESS NEED TO BE REPLACED AND SENT TO THE MEDICAL UNIT.

RECEO-VS	CHECK EXPOSURES ⇒	B3	B2	B1	FIRE UNIT	D1	D2	D3
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Courtesy of the Northern Virginia Regional Commission

Functions of Command

- Determining strategy
- Selecting incident tactics
- Setting action plan
- Developing ICS organization
- Managing resources
- Coordinating resource activities
- Providing for scene safety
- Releasing incident information
- Coordinating with outside agencies

Transfer of Command

- The officer assuming command communicates with the initial incident commander.
- The initial incident commander briefs the new incident commander.
- Communicate the transfer of command to dispatch and all units.

Transfer of Command

- After transfer, the new incident commander determines the assignment for the previous incident commander.
 - Group supervisor?
 - Remain at command post?

Fire Fighter Accountability

- A minimum of two fire fighters must enter an IDLH area together.
- Two more properly equipped and trained fire fighters must:
 - Be positioned outside the IDLH area
 - Account for interior teams
 - Remain capable of rescue

After the Transfer of Command

- The Incident Management System can expand to handle larger and more complex incidents.
 - Fire officers may be given IMS assignments.

Command Staff

- Safety officer
 - Ensures safety issues are managed effectively at the incident scene
 - Appointed early during an incident
 - Has the authority to stop or suspend operations when unsafe situations occur

Command Staff

- Safety officer (cont'd)
 - Should be qualified and knowledgeable in:
 - Fire behavior
 - Building construction and collapse potential
 - Firefighting strategy and tactics
 - Hazardous materials
 - Technical rescue practices
 - Departmental safety rules and regulations

Command Staff

- Liaison officer
 - Point of contact for representatives from outside agencies
 - Exchanges information with those representatives

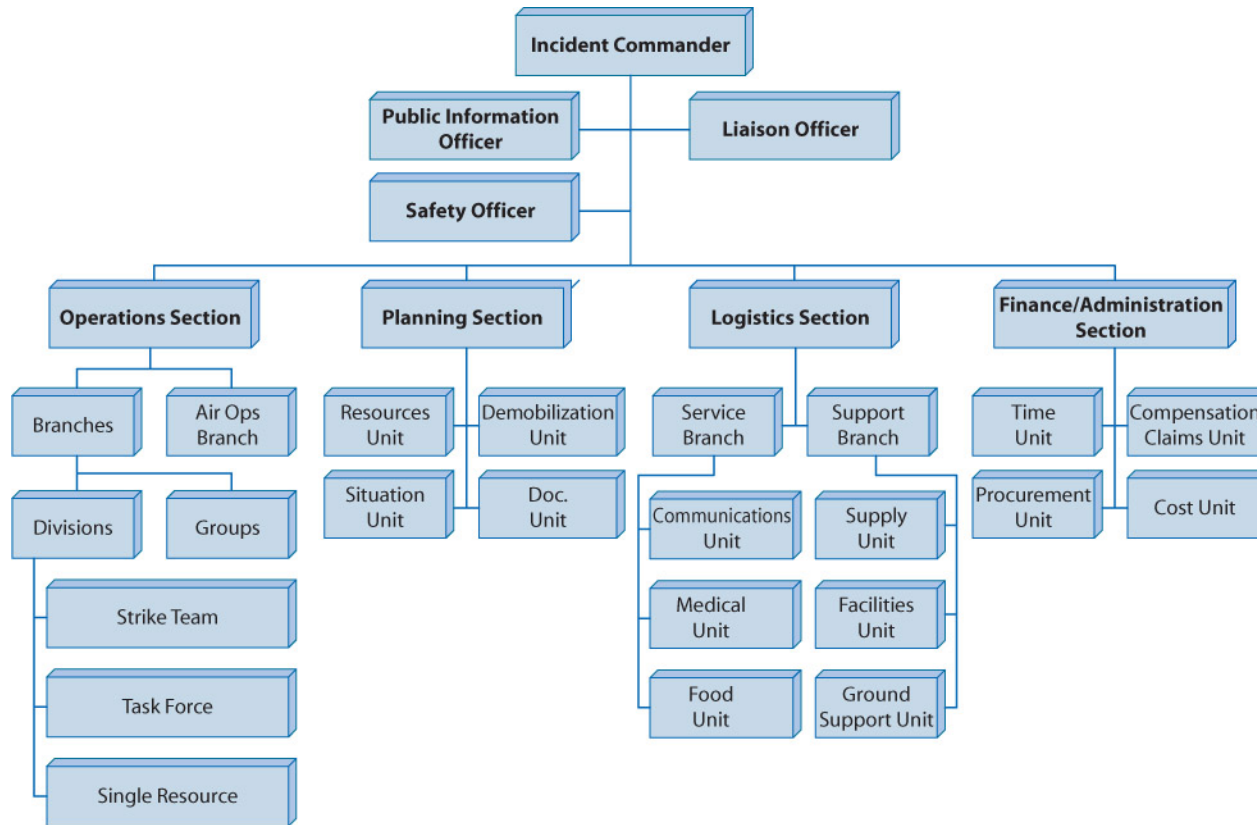
Command Staff

- Public information officer
 - Gathers and releases incident information to the news media and other appropriate agencies

General Staff Functions

- When an incident is too large for one person to manage, the incident commander may appoint officers to oversee four major components:
 1. Operations
 2. Planning
 3. Logistics
 4. Finance/administration

General Staff Functions



Modified from: FEMA. (April 2012) "ICS 400 – Advanced ICS" student manual.

Operations Section

- Manages all actions that are directly related to controlling the incident
- A separate operations section chief is used at complex incidents.

Planning Section

- Collects, evaluates, disseminates, and uses information relevant to the incident
- Develops and updates the incident action plan
- Functions may be delegated to subunits.

Planning Section

- The incident action plan (IAP) is required for all incidents.
 - Outlines the strategic objectives
 - States how emergency operations will be conducted

Logistics Section

- Provides supplies, services, facilities, and materials during the incident
- May use subunits to provide support for large incidents

Finance/Administration Section

- Responsible for administrative, accounting, and financial aspects
- Responsible for legal issues
- Usually established during larger-scale incidents:
 - Natural disaster
 - Hazardous materials incident

Location Designators

- Exterior sides of building: A, B, C, and D
- Exposures: areas adjacent to a burning building
 - Take the same letter as the adjacent side of the building
- Divisions take the number of floor on which they are working.

Summary

- A fire officer is expected to perform the duties of a first-arriving officer.
- The incident management system evolved from the FIRESCOPE and Fire-Ground Commander programs.
- The first-arriving fire officer has the responsibility to establish command and manage the incident until relieved.

Summary

- There are three levels of command in the ICS: strategic, tactical, and task.
- The ICS must be used at every event.
- The first-arriving company-level officer has three options: investigation, fast attack, or command mode.
- There are nine functions of command.

Summary

- The Incident Management System can expand as necessary.
- The command staff report directly to the incident commander.
- Everything that occurs at an emergency incident can be divided among operations, planning, logistics, and finance/administration.

Summary

- The exterior sides of a building are labeled A, B, C, and D.
- The areas adjacent to a burning building are called exposures.
- Some form of review should be conducted after emergency operations.