



Lexington County Fire Service

Standard Operating Guidelines
Command Structure OPS-001

EFFECTIVE: December 1, 2007 **ISSUED BY:** Russell R. Rawl, Fire Service Coordinator

RECINDS: Previous Policy

SCOPE: All Lexington County Fire Service personnel

PURPOSE:

1. Save lives and property endangered by an incident.
2. Provide for the safety of personnel operating at emergency incidents through improved management of emergencies.
3. Improve the use of resources and tactical effectiveness.
4. Fix the responsibility for the command of incidents on a specific individual through a standard identification system, depending on the arrival sequence of members, companies, and chief officers.
5. Ensure that a strong, direct, and visible command will be established from the onset of incidents.
6. Establish an effective organization for handling the incident by defining the activities and responsibilities of the incident commander and others operating within the Incident Command System.
7. Provide a system to process information that supports incident management, planning, and decision making.
8. Provide a system for the orderly transfer of command to subsequent arriving officers.
9. Foster inter-agency coordination

POLICY:

I STRUCTURE:

- A. The structure of the Incident Command System (ICS) allows for the expansion of the management staff, depending upon the needs of the incident commander (IC)

to control the incident. The ICS shall be used at all incidents. It shall begin with the arrival of the first fire department unit or officer and remain in effect until emergency response resources are released from the scene.

- B. The ICS shall be staffed by qualified personnel, regardless of rank. On large, multi-agency incidents, the ICS shall include personnel from the various agencies involved.
- C. The ICS provides for the following types of operations:
 - 1. single jurisdiction and single agency.
 - 2. single jurisdiction and multi-agency.
 - 3. multi-jurisdiction and multi-agency.
- D. The organizational structure of the ICS will adapt to any emergency incident to which the Fire Service is expected to respond.
- E. The ICS is designed to allow for expansion from the initial attack operations into the multi-level management of a major disaster.

II ORGANIZATION:

- A. The ICS offers a flexible, modular-based organizational structure containing any management functions necessary to handle an incident. The organization emanates from the Incident Commander (IC) downward, with responsibility for command placed initially on the first-arriving unit or officer. The IC is responsible for the command component at all times. As the need for additional apparatus, personnel, supervision or equipment arises, the IC activates additional components of the ICS, or the entire ICS as deemed necessary to meet command objectives. As one or more of the management component functions is implemented, the span of control of the IC may be exceeded. At this point it will be necessary to delegate component functions to qualified personnel. When a component function is delegated, a designated individual becomes responsible for the tasks of that component as directed by the IC. In order to achieve the command objectives for the entire operation, managers of all delegated components shall answer to the IC.
 - 1. **COMMAND:** The command component of the ICS is responsible for the overall management of incident operations. The ICS term "Command" refers both to the person and the function. The radio designation is "Command". The command component of the ICS is designated to:
 - a. Affix the responsibility and duties on a certain individual performing a function through a standard identification system.
 - b. Provide for strong, direct and visible command as soon as possible at an incident.

2. OPERATIONS: The operations component of the ICS, reporting to the IC, is responsible for management of all activities directly applicable to combating the incident. Operations supervises the resources needed to implement the incident action plan. This function is responsible, in conjunction with the IC, for development of the strategy and tactics to overcome the incident. The radio designation is "Operations"
 - a. Any Member of the Lexington County Fire Service may be assigned operations, depending upon the severity and depth of the incident, and the member's qualifications with regards to the type of incident.
 - b. STAGING: The staging function, reporting to the operations function, shall be responsible for the control of an area where resources ready for immediate assignment are temporarily placed. The radio designation is "Staging".
3. SAFETY: The Safety function shall be responsible for continuous monitoring of the operations at an incident in order to guarantee a safe scene. The radio designation is "Safety".
4. PLANNING: The research and planning component shall be responsible for collecting tactical information on an incident. This section provides the IC with technical information necessary to formulate the overall action plan for managing the incident. It shall also maintain records of the incident. The radio designation is "Planning".
5. LOGISTICS: The logistics component shall provide all support functions necessary to overcome the incident, including but not limited to obtaining any needed resources that are not an everyday requirement of the Fire Service (ie. supplies, food, fuel, food, facilities, maintenance). The radio designation is "Logistics".

II. RESPONSIBILITIES OF COMMAND

The incident commander is responsible for the accomplishment of tactical priorities:

- A. The first function of the Incident Commander is scene size-up. Size-up definition – The ongoing process of evaluating a situation to determine what has happened, what is happening, what is likely to happen and what resources will be needed to resolve the situation.

Three step process of size-up

- * Locate
- * Isolate
- * Mitigate

1. Locate – the location step is the process of defining the problem identifying its locations, nature and scope.

Examples: Estimating the extent of a wildland fire's perimeter, to determine how fast and in what direction it is spreading, and to identify what lies in the path of the fire. Determining whether a fire inside a structure has spread beyond the room or area of origin. Have all the occupants left the building or is search and rescue necessary?

2. Isolate – Isolation involves identifying what will be needed to interrupt the dynamic nature of the incident. The situation is getting worse and will continue to do so unless and until something is done to stop it, or it runs out of fuel.

Examples: A wildland fire will continue to spread and consume valuable property and put more lives at risk until it is contained. A structure fire will burn until nothing but the foundation remains and may spread to adjacent structures unless these exposures are protected and the original fire is controlled.

The isolation step is where the Incident Commander determines how to stabilize the situation, to stop it from getting worse, until the resources needed to mitigate the problem can be brought to bear. This may include a decision of whether to operate in a defensive or offensive mode.

3. Mitigate – The final step is mitigation. This means determining what will be needed to eliminate the problem.

Examples: Wildland fire requiring Forestry tractors, brush trucks or additional engines and tankers or structure fires that need for additional tankers or squads for personnel or air supply.

Pre-Incident

The size-up process actually begins before an incident is reported and continues throughout the incident through the pre-planning of industrial occupancies. Review the weather forecast, will the wind combine with high temperature and low humidity to increase the likelihood of wildland fires. High temperatures and firefighters in bunker gear will require additional personnel on scene.

On Arrival

The first-in officer/firefighter must resist the urge to focus exclusively on the fire. The first-in officer/firefighter should take a quick walk around the incident to view it from all angles.

Ask yourself, can the resources at the scene and en route handle this situation. If the answer is “no” or even “maybe”, then you must request additional resources. If the size-up is accurate and the needed resources are either at the scene, en route or requested early in the incident, the incident should be handled successfully and in a timely manner.

During the Incident

The Incident Commander must continue to size-up the situation and make changes to the incident action plan as needed. For example: if the incident continues to deteriorate, the Incident Commander may need to request additional resources or decide to switch the mode of operation from an offensive operation to a defensive operation.

As the situation improves, the Incident Commander should continually reassess the resource needs and release those that are no longer needed as soon as possible.

Prior to performing interior operation, the Incident Commander must assure that Two In/Two Out has been satisfied per OSHA 1910.134.

Determine if interior operations are required or if an exterior attack would be best.

- B. Remove endangered occupants and treat the injured.
- C. Stabilize the incident and provide for life safety.
- D. Conserve property.
- E. Provide for the safety, accountability, and welfare of personnel.
- F. The Incident Command System is used to facilitate the completion of the tactical priorities. The incident commander is the person who drives the Incident Command System toward that end. The incident commander is responsible for building a command structure that matches the organizational needs of the incident.

III ESTABLISHING COMMAND

The first fire department company or unit to arrive at the scene shall assume command of the incident. The initial incident commander shall remain in command until command is transferred or the incident is stabilized and terminated.

- A. The first company or unit on the scene must initiate whatever parts of the Incident Command System are needed to effectively manage the incident scene.
- B. A single company incident (trash fire, vehicle fire, etc.) requires that company or unit to report their arrival on the scene and establish command.
- C. For incidents that require the commitment of multiple companies, the first company or unit on the scene must announce "Command" and develop an incident command structure appropriate for the incident.
- D. The first arriving Company or unit activates the command process by giving an initial radio report.
- E. The radio report shall include:
 - 1. Designation (Engine 21, etc.) of the arriving unit.
 - 2. A brief description of the incident situation, (building size, occupancy, hazmat release, multi-vehicle accident, etc.)
 - 3. Obvious conditions (smoke showing, fire showing, etc.).
 - 4. Brief description of action being initiated.
 - 5. Declaration of strategy - Offensive or Defensive (this applies to structure fires).
 - 6. Any obvious safety concerns.
 - 7. Assumption, identification, and location of command.
 - 8. Request or release resources as required.
- F. For an offensive structure fire- "Engine 31 is on the scene. We have a two-story residential structure fire with fire showing on the second floor. Engine 31 is laying a supply line and entering the first level front door. This is an offensive fire attack. Engine 31 will be Main Street Command."
- G. For a defensive fire - "Engine 41 is on the scene. This is a large warehouse, fully involved with exposures on "Sector D." Engine 41 is laying a supply line and attacking the fire with a master stream and a handline to the exposure for protection. This is a defensive operation. Engine 41 will be Main Street Command."
- H. The radio designation "Command" will be used along with the geographical location of the incident (i.e. "Main Street Command," "Mall Command"). This designation will not change throughout the duration of the incident. The designation of "Command" will remain with the officer currently in command of the incident throughout the event.

IV COMMUNICATIONS

Active operations will quickly produce an avalanche of communications that can bury an incident commander who is attempting "lone ranger" management. When the volume of

poorly timed and structured communications overwhelm the incident commander, he/she may go into a quagmire of tactical detail. To avoid this, use short, specific, clear text messages to direct operations.

- A. Use short, specific and clear messages. Know what you are going to say. Do not try to make up messages as you go along. Choose precise, short terms so your message can be understood. Avoid words that can have two meanings. Use common language and standard fire fighting terms that are familiar to everyone. Operational orders should be specific and eliminate options.
- B. Avoid distracting mannerisms. Formulating the message before engaging the microphone button eliminates the long "ugh" pause. Use an effective natural tone without whispering or shouting. Be careful about lapsing into mumbling, blubbing, stuttering or other distracting mannerisms. Command presence is jeopardized by poor communications.
- C. Set priorities on messages. Communicate critical messages first. Do not jam radio traffic with unimportant messages. Maintain an awareness of the situation and how you fit into it, so that you can judge the priority of your message.

Maintain radio discipline, avoid informality and do not interrupt radio messages unless you have emergency traffic. Listen before you transmit, to make sure the frequency is clear. Pause between consecutive messages to make it clear when each separate message has been completed.

- D. Speak in a clear tone, at a steady rate, and use self-control. Talking too fast will make your message hard to understand. Talking too slowly will tie up the radio unnecessarily. All personnel communicating over the radio must make a conscious effort to control emotions that can otherwise lead to garbled messages. Also, excitement can be contagious; if you lose control, others may too. For effective operations, an emergency incident demands well organized messages and a calm manner that reflects confidence and authority. A good incident command image produces high worker confidence.
- E. Use standard Lexington County Fire Service terms. See Appendix A - Glossary of Terms

V COMMAND OPTIONS

The responsibility of the first arriving company or unit to assume command of the incident presents several options, depending on the situation. The following command options define the chief officer, company officer or member's direct involvement in tactical activities and the modes of command that may be used.

- A. **NOTHING SHOWING MODE:** These situations generally require investigation by the initial arriving company while other units stage. The company officer

should go with the company to investigate while using a portable radio to command the incident.

B. FAST ATTACK MODE: These are situations that need immediate action and that require the company officer's direct involvement. In these situations the company officer goes with the crew to provide the appropriate level of supervision. These incidents include,

1. Offensive fire attacks.
2. Critical life safety situations such as rescues.
3. Any incident where the safety of firefighters is a major concern and where immediate action is needed to stabilize an incident.
4. Obvious working incidents that require further action by the company officer.

C. Where fast intervention is critical, the use of a portable radio is a must to permit the company officer's involvement in the attack without neglecting command responsibilities. The Fast Attack Mode should not last more than a few minutes and will end with one of the following:

1. The situation is stabilized.
2. The situation is not stabilized. In this case the company officer must withdraw to the exterior and establish a command post, or transfer Command to another company or higher ranking officer on the exterior of the building. When withdrawing, the company 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 Command. A crew should NEVER remain in a hazardous area without a radio.
3. Command is transferred to a higher ranking officer. When a chief officer is assuming Command, the chief officer may opt to return the company officer to his/her crew, or assign him/her to a subordinate position in the command structure.

D. COMMAND MODE:

Certain incidents, because of their size, complexity, or potential for rapid expansion, require immediate and strong command. In such cases, the company officer will initially assume an exterior, safe, and effective command position until relieved by a higher ranking officer. ***A tactical worksheet shall be initiated and used to assist in managing this type of incident.***

A company officer assuming Command has a choice of modes and degrees of personal involvement in the tactical activities, but continues to be ***fully responsible*** for the command functions. The initiative and judgment of the officer are of great importance. The modes identified are guidelines to assist the officer in planning appropriate actions. The actions initiated should conform with the modes of operation described below.

1. One of the crew members will serve as the acting company officer and will be ***provided a portable radio***. The capabilities and experience of the crew will be factors in taking this action.
2. The officer may assign the crew members to work under the supervision of another company officer. In such cases, the officer assuming Command must communicate with the officer of the other company and indicate the assignment of those personnel.
3. The officer may elect to assign the crew members to perform staff functions to assist Command.

VI PASSING COMMAND

In certain situations, it may be advantageous for the first arriving company officer to pass command to the next company *on the scene*. This is indicated when the initial commitment of the first arriving company requires a full crew (i.e. high-rise or an immediate rescue situation) and another company is on the scene.

- A. Passing Command to an officer who is not on the scene creates a gap in the command process and compromises incident management. To prevent this gap, ***COMMAND SHALL NOT BE PASSED TO AN OFFICER WHO IS NOT ON THE SCENE***. It is preferable to have the first company officer to arrive to operate in the fast attack mode until command can be passed to an on-scene unit than to pass command to an officer who is not yet on the scene.
- B. When a chief officer arrives at the scene at the same time as the initial arriving company, the chief officer should assume command of the incident.
- C. If a later-arriving company or chief officer is not able to locate or communicate with Command after repeated attempts, the company or chief officer will announce assumption of Command and initiate whatever actions are necessary to confirm the safety of the missing crew and to continue the overall operation.

VII TRANSFER OF COMMAND

Command is transferred to improve the quality of the management of the incident. The following procedures outline the transfer of command.

- A. The first company officer or member arriving on the scene will automatically assume command and announce command by radio.
- B. If more than one company is actively performing functions at an incident, the first arriving chief officer should assume command of the incident following the transfer of command procedures.

- C. The second arriving chief officer should report to the Command Post for assignment.
- D. Later arriving, higher-ranking chief officers may choose to assume Command or serve as advisors.
- E. PROCEDURES FOR TRANSFERRING COMMAND:
 1. The officer assuming command will communicate with the person being relieved by radio or face-to-face. Face-to face is the preferred method.
 2. The person being relieved will brief the officer assuming command with at least the following,
 - a. Incident conditions such as the location and extend of a fire, the number and location of entrapments at an accident, chemicals involved and the extent of leakage at a hazardous materials incident, etc.
 - b. Incident action plan.
 - c. Progress toward the completion of the tactical objectives.
 - d. Safety considerations.
 - e. Assignment of operating companies and personnel.
 - f. Appraisal of a need for additional resources.
 3. The person being relieved on incidents where a tactical worksheet is used should review the worksheet with the officer assuming command. This sheet provides the most effective framework for transferring command as it outlines the location and status of personnel and resources in a standard form that should be well known to all members. The person being relieved of command will be assigned to the best use by the officer assuming command.

VIII GENERAL CONSIDERATIONS

The response and arrival of additional ranking officers on the incident scene can strengthen the overall command function. As the incident escalates, the incident commander should use these officers as needed.

- A. The arrival of a ranking officer on the scene DOES NOT mean that command has been transferred to that officer. Command is only transferred when the outlined transfer-of-command process has been completed.
- B. Chief officers and staff personnel should report directly to a designated location for assignment by the incident commander.
- C. The incident commander has the overall responsibility for managing an incident. He or she has complete authority and responsibility for the Incident.* If a higher ranking officer wants to change management of an incident, he or she must first be on the scene of the incident, and then use the transfer-of-command procedure outlined in Section 5.6.

- D. Anyone can change an operation where there is an extreme safety problem by notifying Command and initiating corrective action.

IX GOALS AND OBJECTIVES

The efforts of the resources available for handling any incident must be properly directed to minimize damage. The clock can not be turned back. Damage and injuries that have already occurred cannot be alleviated, but further damage and personal suffering must be minimized. It is the responsibility of the incident commander to identify broad strategic goals and set obtainable, practical objectives. The incident commander must give firefighter safety constant consideration when setting strategic goals and tactical objectives.

- A. **Strategic Goals.** The overall plan that will be used to control the incident. Strategic goals are broad and general. They are achieved by the completion of tactical objectives.

Example of a strategic goal: Rescue victims.

- B. **Tactical Objectives.** The specific operations that must be accomplished to achieve strategic goals. Tactical objectives must be specific and measurable. Achieving a strategic goal often requires completion of several tactical objectives.

Examples of tactical objectives to achieve the strategic goal of rescuing victims:

1. Conduct a primary search of the structure and remove any victims that are found.
2. Ventilate the structure.

- C. Locate and attack the fire.

X DIVISION/GROUP/SECTOR DESIGNATIONS SYSTEM

- A. **Standard Geographic Designation System** - Each exterior side of a structure shall be given a letter designation. Command will designate "Sector A". The remaining sides and exposures shall be designated clockwise: "Sector B," "Sector C," and "Sector D."

The interior of a structure may be designated "Interior Division" or, for multi-story structures, by floor. For example, the 25th floor is the "25th Division." The basement, attic and roof may be designated by name; "Roof Division," etc.

- B. **Management Areas** - The use of divisions, groups and sectors in the incident organization provides a standard system to divide the incident scene into smaller management areas for improved span of control. This allows the incident commander to communicate principally with these organizational levels, rather

than with many company officers. Management areas should be assigned early in the incident and typically to the first company assigned to a geographic area or function. Early establishment of management areas provides an effective organization framework on which to build.

When effective divisions, groups and sectors have been established, the incident commander can concentrate on overall strategy and resource assignment, allowing these officers to manage their assigned units. The incident commander determines strategy and assigns tactical objectives and resources to the divisions, groups and sectors. Each division, group or sector officer is responsible for deploying the resources at his or her disposal in order to complete the tactical objectives assigned by the incident commander. These officers are responsible for communicating needs and progress to Command.

The safety of fire fighting personnel is the primary reason for establishing management areas. Officers in charge of these areas must maintain communications with their assigned companies to control positions and functions. The division, group or sector officer must constantly monitor all hazardous situations and risks to personnel and must take appropriate action to ensure that companies are operating in a safe and effective manner.

- C. Division/Group/Sector Assignment Factors The incident commander should begin to assign management areas based on the following factors,
1. Situations which will eventually involve a number of companies or functions beyond the capability of Command to control directly. Command should initially assign division, group and sector responsibilities to the first companies assigned to a geographic area or function until chief officers are available to take over these responsibilities as necessary.
 2. When Command can no longer effectively manage the number of companies currently involved in the operation.
 3. When companies are involved in complex operations. (Large areas, hazardous materials, technical rescues, etc.)
 4. When companies are operating in locations over which Command has little direct control, such as when companies are out of sight of Command.
 5. When the situation presents special hazards and close control is required over operating companies, as with unstable structures, hazardous materials operations, heavy fire load, or marginal offensive situations.
- D. When establishing a division, group or sector, Command will assign,
1. Tactical objectives.
 2. A radio designation such as Roof Division, Salvage Group, etc.

3. Resources to the division, group or sector.
 4. A division, group or sector officer.
- E. Officers assigned to management areas must be in a position to directly supervise operations and must be properly equipped to operate with the units. Officers will be responsible for, and in control of, all assigned functions within their divisions, groups or sectors. This requires each officer in charge of a management area to,
1. Complete objectives assigned by Command.
 2. Account for all assigned personnel.
 3. Ensure that operations are conducted safely.
 4. Monitor work progress.
 5. Redirect activities as necessary.
 6. Coordinate actions with personnel doing related activities and with adjacent divisions, groups and sectors.
 7. Monitor the safety of assigned personnel.
 8. Request additional resources as needed.
 9. Provide Command with frequent progress reports.
- F. The primary function of company officers working within a division, group or sector is to direct the operations of their individual crews in performing assigned tasks. Company officers will advise their division, group or sector officer of work progress, preferably face-to-face. All requests for additional resources or assistance within a management area must be directed to the responsible officer. The division, group or sector officer 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.

XI STAGING

The purpose of staging is to provide a standard system of initial placement for responding apparatus and personnel prior to their assignment at incidents.

- A. Benefits of staging:
1. Firefighter safety.
 2. Personnel accountability.
 3. Prevents premature deployment of companies.
 4. Prevents freelancing.
 5. Minimizes communications.
 6. Provides available resources to meet changing conditions.
 7. Allows Command time to deploy resources properly.
 8. Controls and groups personnel who arrive at the incident in private vehicles.
 9. Enables crews to be formed.

- B. The following procedures shall be used to implement staging.
1. When responding to structure fires, the first battalion chief, engine and ladder company to arrive will respond directly to the scene and begin operations indicated by conditions.
 2. All other companies shall continue their response, but they will begin Level I Staging by stopping in their direction of travel, uncommitted, approximately ONE BLOCK from the scene until assigned by Command.
 3. Companies that are staging shall report "On the scene, staging" and then will stay off the air until orders are received from Command. If they may have been forgotten by Command, after a reasonable amount of time, they will remind Command of their status.
 4. Level II staging occurs on large, complex or remote area incidents. A staging area shall be established by the incident commander or operations officer by broadcasting its location to County Communications.
 - a. Once a staging area is established, County Communications shall dispatch all responding resources to staging.
 - b. If responsibility is not specifically assigned, the officer of the first company to arrive in staging will assume the function of staging area manager. His/her radio designation shall be "Staging".
 - c. Resources in staging shall retain integrity (remain with their company) and be available for immediate deployment.
 - d. Staging shall keep Command or Operations, depending on the incident's organizational structure, advised of resource availability in staging whenever the status of resources change.
 - e. Command or Operations shall request on-scene resources through Staging and shall specify where, and to whom those resources shall report.
 - f. Level II staging will automatically supersede Level I staffing: Companies or units already staged in Level I will remain in position until assigned.
 - g. If the Staging Officer feels that the staging area is inadequate, he or she has the authority to request to move to a more advantageous site through Command.

XII REHABILITATION

The purpose of a rehabilitation sector is to ensure that the physical and mental condition of members operating at the scene of an emergency or a training exercise does not deteriorate to a point that affects the safety of firefighters, or jeopardizes the effectiveness of the operation.

- A. Responsibilities

1. Incident Commander - The Incident Commander shall consider the circumstances of each incident and make adequate provisions early in the incident for the rest and rehabilitation of all members operating at the scene. These provisions shall include medical evaluation, treatment and monitoring, food and fluid replenishment, mental rest, and relief from extreme climatic or environmental conditions at the incident. Rehabilitation shall include the provision of medical personnel and equipment with at least Basic Life Support (BLS) capabilities.
2. Company Officers - All Company Officers shall maintain an awareness of the condition of each member operating within their companies and ensure that adequate steps are taken to provide for each member's safety and health. The command structure shall be used to request relief for fatigued crews.
3. Personnel - During periods of hot weather, members shall be encouraged to drink water and activity beverages throughout the work day. During emergency incidents and training exercises, firefighters shall advise their company officers when they believe that their fatigue or exposure to heat or cold is approaching a level that could affect their ability to work safely. Members shall also remain aware of the health and safety of others in their crew.

B. Establishment of Rehabilitation Sector

1. Responsibility - The Incident Commander will establish a Rehabilitation Sector when conditions indicate that rest and rehabilitation is needed for personnel operating at an incident or training evolution. A member will be placed in charge of the sector and shall be known as the Rehab Officer and designated "Rehab." Rehab will usually report to the Logistics Officer in the framework of the incident command system. If Logistics has not been established, then Rehab will report to Operations, if staffed, or to Command.
2. Location - The location for the rehabilitation area will normally be designated by the Incident Commander. If a specific location has not been designated, the Rehab Officer shall select an appropriate location based on the site characteristics and designations below.

C. Site Characteristics

1. The location should provide physical rest, allowing firefighters to recuperate from the demands and hazards of the operation.
2. It should be far enough away from the scene that members may safely remove their turnout gear and SCBA.

3. It should provide suitable protection from environmental conditions. During hot weather, it should be in a cool, shaded area. During cold weather, it should be in a warm, dry area.
4. It should enable members to be free of exhaust fumes from apparatus, vehicles, or equipment, including those involved in the Rehabilitation Sector operations. It should also be free of cigarette smoke.
5. It should be large enough to accommodate the number of crews working at the incident.
6. It should be easily accessible by ambulances.
7. It should allow prompt reentry to the emergency operation upon recuperation.

D. Site Designations

1. A nearby garage, building lobby, or other structure.
2. Several floors below a fire in a high rise building.
3. A school bus, municipal bus, or other large vehicle with heat or air conditioning.
4. Fire apparatus, ambulance, or other emergency vehicles at the scene or called to the scene with heat or air conditioning.
5. An open area in which a rehab area can be created using tarpaulins, fans, etc.

E. Resources - The Rehab Officer shall secure all necessary resources required to adequately staff and supply the rehabilitation area. Supplies should include,

1. Fluids - water, activity beverage, oral electrolyte solutions and ice.
2. Foods - soup, broth, or stew in hot/cold cups.
3. Medical - blood pressure cuffs, stethoscopes, oxygen, cardiac monitors, intravenous solutions and thermometers.
4. Other - awnings, fans, tarpaulins, smoke ejectors, heaters, dry clothing, extra equipment, floodlights blankets and towels. Traffic cones and fire line tape may be needed to identify the entrance and exit of the rehabilitation area.

XIII GUIDELINES

- A. Rehabilitation Sector Establishment - Rehabilitation should be considered by staff officers during the initial stages of an emergency. However, the climatic or environmental conditions of the incident are not the only reasons for establishing Rehab. Any large or prolonged incident, or strenuous operation will rapidly deplete firefighters' strength and merits consideration for rehabilitation. Climatic conditions that indicate the need to establish Rehab are a heat stress index above 90oF or windchill index below 10oF (see Appendix C and D).
- B. Hydration - A critical factor in the prevention of heat injury is the maintenance of water and electrolytes. Water must be replaced during exercise periods and at

emergency incidents. During strenuous activities, firefighters should consume at least one quart of liquids per hour. The rehydration solution should be a 50/50 mixture of water and a commercially prepared activity beverage, administered at about 40oF. Rehydration is important even during cold weather operations where, despite the outside temperature, heat stress may occur during activities when protective equipment is worn. Alcohol and caffeine should be avoided before and during activities that may produce heat stress, because both interfere with the body's water conservation mechanisms. Carbonated beverages should also be avoided.

- C. Nourishment - Command shall provide food at the scene of an extended incident when units are engaged for three or more hours. A cup of soup, broth, or stew is recommended because it is digested much faster than sandwiches and fast food products. In addition, foods such as apples, oranges, and bananas provide supplemental forms of energy. Fatty and salty foods should be avoided.
- D. Rest - The "two air cylinder rule," or 45 minutes of work time, is recommended before mandatory rehabilitation. Firefighters shall drink at least eight ounces of liquid while SCBA cylinders are being changed. Personnel who have used two 30-minute-rated cylinders, or have worked for 45 minutes, shall be placed in Rehab for rest and evaluation.

The member's fatigue level shall be the criteria for rehab time. But rest shall not be less than ten minutes, and may exceed an hour as determined by the Rehab Officer. Fresh crews, or crews released from the Rehab Sector, shall be available to ensure that fatigued members are not required to return to duty before they are rested, evaluated, and released by the Rehab Officer.

- E. Recovery - Personnel in the rehabilitation area should drink a lot of fluids. Firefighters should not be moved from a hot environment directly into an air conditioned area because the body's cooling system may shut down in response to the external cooling. Moving to an air conditioned area is acceptable after cooling down at ambient temperature.

XIV MEDICAL EVALUATION

- A. Emergency Medical Services (EMS) - Medical services should be provided and staffed on the scene at a minimum level of BLS. Medical personnel shall evaluate vital signs, examine members, and decide on the proper disposition of personnel: return to duty, continue rehabilitation, receive medical treatment at the scene, or transport to the hospital. Continued rehabilitation should consist of monitoring vital signs, rest, and fluids. Treatment for members whose signs or symptoms indicate potential problems, should be provided in accordance with local medical protocols. EMS personnel shall be assertive in an effort to find potential medical problems early.

- C. Documentation - All medical evaluations shall be recorded on standard forms with the member's name, complaints and symptoms. The forms must be signed, dated and timed by the Rehab Officer or his/her designee.

XV ACCOUNTABILITY

Members assigned to the Rehabilitation Sector shall enter and exit the rehabilitation area as a crew. Crews shall not leave the rehabilitation area until authorized to do so by the Rehab Officer.

APPENDIX A

GLOSSARY OF TERMS

Affirmative. That is correct. A "yes" answer to a question. The opposite of "negative."

Agency Representative. An individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on all matters affecting that agency's participation at the incident. Agency representatives report to Command or to the incident liaison officer, depending upon the structure of the incident organization.

Available. A unit can respond if dispatched.

Backup. Move to a fire station to provide coverage.

Branch. An organizational level that has a functional or geographic responsibility for major segments of incident operations.

Brush Truck. A light, mobile vehicle, having limited pumping and water capacity.

Clear Text. The use of plain English in radio communications transmissions, free from coded messages.

Code Red. All personnel are to evacuate the affected area immediately. Drivers of all equipment on the scene are to turn on sirens and blow air horns for one minute. Central is to stop all radio traffic on the channel being used, sound an alert tone and repeat the Code Red message three times. Personnel are to drop what they are doing immediately. They are not to remove tools or perform any functions other than to get out. Personnel are to report to their company officers/supervisors for a head count and Command is to be notified when all personnel are accounted for, or of anyone who is not accounted for.

Command. The act of directing, ordering, and controlling resources as specified by legal or agency authority.

Command Post (CP). That location at which primary command functions are executed.

Company. A group of firefighters assigned to a vehicle that has specific equipment capabilities including engine companies, ladder companies and rescue companies.

Company Officer. The individual responsible for supervision of a company.

Copy. Used to acknowledge receipt of a message. NOT an affirmative answer to a question. (See "affirmative.")

Crew. Personnel assembled for an assignment such as search, ventilation, or hose line deployment. The number of personnel in a crew should not exceed the recommended span-of-control of three to seven. A crew operates under the direct supervision of a crew leader.

Disregard. Disregard the last message.

Division. A part of the incident organization that has responsibility for operations within a defined geographic area.

Engine Company. A group of firefighters assigned to a pumper who are primarily responsible for pumping water and fire attack, but may perform other operations as assigned.

Enroute. Used when a unit is moving from one location to another, but NOT in response to an alarm. (See "responding.")

Group. A part of the incident organization that has responsibility for a specific function (ventilation, salvage, water supply, etc.).

Incident Action Plan. The strategic goals, tactical objectives, and support requirements for the incident. All incidents require an action plan. For small incidents the action plan is not usually written. Large or complex incidents may require a written action plan.

Incident Command System. A system for managing responses to incidents that specifies components of an organizational structure for the use of resources. The organizational structure for handling a particular incident is built using the components deemed necessary by the incident commander.

Incident Commander. The individual responsible for the management of all incident operations.

Information Officer. An individual who is responsible for liaison with the media or other appropriate agencies that require information from the incident scene.

Initial Attack. The first actions taken on the scene to control a fire.

Ladder Company. A group of firefighters assigned to a vehicle that is equipped with an aerial ladder, portable ladders, and other equipment. The ladder company's functions vary according to the incident, but often include rescue, forcible entry, ventilation, and salvage.

Leader. The individual responsible for command of a crew, task force, strike team, or other functional unit.

Level I Staging. Staging companies that are dispatched to an incident, but are not the first to arrive, approximately one block from the incident in their direction of travel, uncommitted until assigned by Command. When responding to structure fires, typically the first-arriving engine and ladder proceed into the scene and other companies stage as described.

Negative. That is not correct. A "no" answer to a question. The opposite of "affirmative."

On the Scene. Indicates that a unit has arrived at the location of an alarm.

Operations Sector. When established, this sector is responsible for all tactical operations.

Out of Service. Indicates that a unit can not respond to alarm.

Planning Section. Is created at large incidents to anticipate the need for new strategic goals and tactical objectives as the incident progresses. Planning also tracks the status of the incident, resources, water supplies, and documents the incident.

Primary Complete. Indicates that a primary search has been completed.

Rescue Company. A group of firefighters assigned to a vehicle that carries rescue equipment and has primary responsibility for rescue operations.

Responding. Indicates response to an alarm, whether the response is emergency or non-emergency.

Secondary Complete. Indicates that a secondary search has been completed.

Sector. The geographical identification of the exterior and exposures of an incident. Also functional areas of responsibility as designated by the incident commander.

Single Resource. An individual company, crew or functional unit.

Staging Area. The location where personnel and equipment are assigned near an incident for immediate deployment.

Stay In The Station. Do not respond to an alarm. This directive typically follows a dispatch for which there is new information that allows a scaled down response.

Strategic Goals. The overall plan that will be used to control the incident. Strategic goals are general and are achieved by the completion of tactical objectives.

Strike Team. Five of the same kind and type of resources with common communications and a leader.

Tactical Objectives. The objectives that must be accomplished to achieve strategic goals. Tactical objectives must be both specific and measurable.

Tanker. A vehicle capable of transporting at least 1500 gallons of water.

Task Force. A group of not more than five of any type and kind of resources, with common communications and a leader, that is temporarily assembled for a specific mission.

Technical Specialists. Personnel with special skills who are activated only when needed. Technical specialists may be needed in such areas as water resources, environmental concerns, and training. Technical specialists report initially to the Planning Section but may be assigned anywhere within the ICS organization as needed.

Under Control. Indicates that the incident has been stabilized.