



# SOUTH LYON FIRE DEPARTMENT

## Manual of Procedures 430

### COMMAND FUNCTION #6 – ORGANIZATION

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Revised:

Approved: Chief Mike Kennedy

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#### I. ORGANIZATIONAL LEVELS

There are 3 operational levels that function at the scene of every hazard zone. They are:

- Strategic level
- Tactical level
- Task level

Each level is distinct, each is managed in a different way, and they each have their own set of roles and responsibilities.

**Strategic Level** - This organizational level is designed around the IC (and Command Team) operating in the Command position, working out of a stationary command post. The Strategic level involves coordinating the activities necessary for overall operational control, determining the incident's strategy, and developing an IAP that completes the incident's tactical objectives.

**Tactical Level** - The first management "subdivision" of the incident scene is done by assigning Sector/Division/Group (SDG) responsibilities. SDG Officers are responsible for the tactical deployment and supervision of all assigned resources in their assigned area. These tactical assignments are made directly by the IC to specific units.

**Task Level** - Is where the work is performed by assigned companies. The Strategic and Tactical levels are in place to support the task level. Task level activities are supervised by Company Officers working with the members of their companies directly in the hazard zone.

The task level is the most important level on the incident site because it solves the incidents problems while taking place in an IDLH atmosphere that can kill the workers. All activities outside the hazard zone are in place to support units working on the task level.



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### **II. FAST ATTACKING IC'S (IC#1)**

For the majority of the local incidents we respond to, the responsibility for managing all 3 organizational levels is handled by the Officer of the first arriving Engine Company and they will become the initial IC for the incident, IC #1.

A fast attacking Company Officer IC is the only person on the entire response team who will operate on all 3 organizational levels.

- Strategic level – IC #1 will size up the incident's critical factors, declare the incident strategy and assume command of the incident.
- Tactical level - IC #1 will implement and execute an IAP that addresses the incidents critical factors in order to facilitate the completion of the tactical priorities
- Task Level – IC #1 will directly supervise and assist their crew members with the tasks required to bring the incident's problems under control.

The Command system also calls on the fast attacking IC to assign the next arriving 1 to 2 Engine Companies and the first in Ladder Company to support the initial Incident Action Plan.

In most cases, this initial, well coordinated attack wave usually eliminates the incident hazards and there is no urgent need to upgrade the positions on the Strategic or Tactical levels.

Incidents that are not quickly controlled, are escalating, or are significant in scope and size upon our arrival, must have the Strategic and Tactical operational levels upgraded as required.

The strategic level of command on these types of incidents will usually be the 1st operational level that is upgraded. When the initial arriving Command Officer, IC #2, arrives on scene and transfers command from the fast attacking Company Officer IC, they assume responsibility for the strategic level of the operation.

This command transfer significantly improves the IC's position and ability to perform and manage the 8 Functions of Command and the corresponding strategic safety requirements for the entire incident operation.



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### III. Subdividing The Incident Scene

An IC must have a system in place where the rate of assigning companies to the emergency scene doesn't exceed their span of control. The IC accomplishes this by forecasting and establishing geographic and functional responsibilities that divides the incident scene into smaller, more manageable tactical subdivisions.

Tactical Subdivisions: on Type 4 and 5 local incidents are typically referred to as; Sectors, Divisions, or Groups (SDG). The IC must correctly name the different work areas on the incident site to help eliminate any confusion on the fire ground.

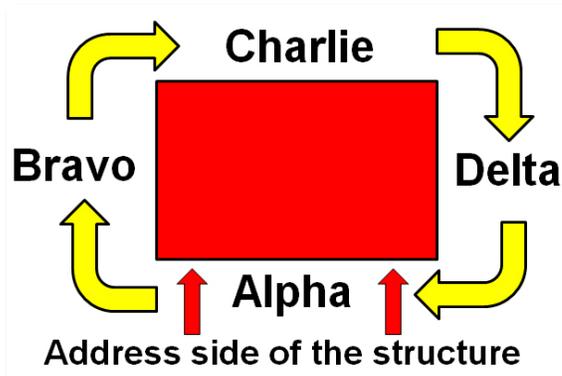
ICS/NIMS use the terminology of Divisions and Groups:

- Division is a geographical subdivision of the incident site
- Group is a functional work group that is not tied to a specific location

Sector is a term that is still widely used in the English speaking fire service. The term Sector is used to name both geographic and functional work groups.

IC's manage strategic level accountability by controlling both the position and function of all hazard zone units using a tactical worksheet. Therefore, Groups shall not be utilized inside of the hazard zone. All units assigned into the hazard zone must be assigned to a specific geographic location where they will be responsible for the completion of all tactical priorities (S/R, F/C, L/C) in their assigned area.

Geographic Landmarks: The Alpha side of the structure is "usually" the address, street side. There will be many situations where it is not clear where the Alpha side is. In situations where there is any confusion on the incidents landmarks, initial arriving IC's must make it clear where the Alpha side is located.

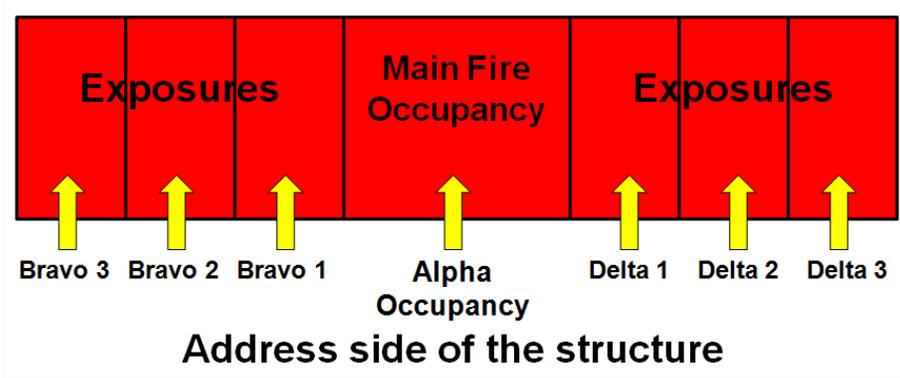




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Exposures: We identify exposed structures to the main fire occupancy by the side they are on starting with the closest, moving to the next exposure and so on. When the IC can give the exposure number and the occupancy type/apartment number it greatly enhances our directional sense of awareness.



Floors: Are identified by stories above and below ground level. Using Divisions, the individual floor will take on the same floor number as the Division (floor 2 becomes "Division 2"). Many systems just assign the floor number as the geographic designation (floor 2 becomes "2nd Floor").

<b>Floor 4 – Division 4</b>
<b>Floor 3 – Division 3</b>
<b>Floor 2 – Division 2</b>
<b>Floor 1 – Division 1</b>
<b>Sub-Floor 1 – Sub-Division 1</b>
<b>Sub-Floor 2 – Sub-Division 2</b>

#### IV. FORECASTING AND ESTABLISHING GEOGRAPHIC & FUNCTIONAL RESPONSIBILITIES

The IC must forecast where the overall event is going, subdivide the hazard zone into manageable tactical units and then assign geographic responsibilities early on in the incident in order to build an effective incident organization.

Geographic subdivisions are most effective when they are assigned in anticipation of their need, rather than in a crisis because it is very difficult to play catch-up in fast paced, escalating incidents.



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Subdividing the incident site provides tactical supervision, direction and support to units assigned and operating in a hazard zone. This delegated management also helps the IC to achieve the incidents tactical objectives much more safely and effectively. Utilizing the appropriate subdivisions will:

- Reduce the IC's span of control.
- It streamlines and creates more effective incident scene communications.
- They allow the IC to focus on the Strategic elements of the incident from a stationary command post.
- S/D/G's give the IC an array of functions to choose from and match to the particular needs of each Incident.
- It greatly improves the accountability system
- It places strong tactical direction and leadership where the work is actually taking place.
- Improves firefighter safety by having dedicated Officers directly manage and control the position and function of the operating companies assigned to them.

Offensive fires usually don't last very long. We either put the fire out in the limited time frame we have (less than 20 minutes), or we don't put the fire out, we exit the structure and then get away from the incident problem.

Building large incident organizations on offensive fires doesn't happen very often, but there are many situations that can facilitate long duration (over 30 minutes) offensive operations. Some of these offensive situations include:

- Multi-Unit residential structures where the fire has extended into the concealed spaces or into adjoining units.
- Other highly compartmentized structures with fire extension in concealed and common attic spaces.
- Sprinkler controlled, large area cold smoke fires.
- Defensive fire situations where we operate in offensive positions in the exposed structures.

The IC must automatically, instinctively, and quickly develop and compare the event vs. response profile and then call for the additional resources that will be required to bring the response model up to effectively engage and overpower the problem the event is creating.



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As the resource required to bring the incident under control escalates, the Strategic level (the IC) and the Tactical level (S/D Officers) must also be supported. This support needs to be included in the regular dispatch system. The standard response elements of additional staff and response chief's on greater alarms will give the IC the needed resource to implement an organization that keeps up with, and outlasts the event.

### **V. COMPANY OFFICER HAZARD ZONE TACTICAL SUPERVISION**

Generally, in the front end of escalating or large scale events, the IC will assign - the Company Officer of the first arriving unit to a work location - initial S/D Officer responsibilities. These initial S/D assignments start to subdivide the incident scene early on and they keep the IC ahead of the deployment process.

When 2 or more units are working in the same S/D, the IC should designate one of the Company Officer's (usually the 1st arriving unit to the location) as the S/D Officer. This will prevent 2 companies working in the same area from reporting the same information to the IC.

When assigning a unit to deploy to and/or assume initial geographic or functional responsibilities, the IC needs to transmit:

- The location or function of the subdivision
- The SDG appropriate name
- The tactical objectives to be addressed in the SDG

When arriving to a geographic hazard zone location, the S/D Officer must size up all of the critical factors in their area of responsibility. If defensive conditions exist in the area, Command must be notified immediately and the strategy (at least for that area) must be changed.

For offensive operations, the Company Officer S/D Officer and his or her crew will make entry into the hazard zone. Company Officer S/D Officers become the initial evaluation and reporting agents for the IC and will transmit condition reports in the hazard zone. These reports provide the IC the information required to:

- Forecast and stay ahead of the incident conditions
- Adjust the overall strategy
- Adjust the current IAP



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The S/D Officer should give a CAN report when requested by the IC that includes the following information:

- The conditions in their assigned area
- Their current actions
- Any Tactical objectives that have been met
- A Needs assessment in their assigned area (or no Needs)
- Any significant safety concerns in and around their work area

When assigning resource to a S/D that is already established with a Company Officer, the IC must include:

- The location of the assignment
- The tasks required
- The tactical objectives to be addressed
- Identify the S/D Officer that they will be reporting to/working under

Command must then contact the S/D Officer and inform them what additional resource has been assigned to their area.

Units that are deployed into an S/D that has not yet been upgraded with a Command Officer must drop off their unit passport to the pre-determined accountability location.

Company Officer S/D Officers have the same set of challenges as fast attacking Company Officer IC's. They are:

- Communications difficulties wearing full PPE
- Working in a hazard zone (heat, visibility)
- Supervising and accounting for their own crew members
- Engaging and focusing in on task level activities
- Must be tied to a hoseline

IC's who assign two or more companies to an active S/D can't expect a Company Officer/SD Officer to appropriately manage and supervise all assigned resources while they are working in a hazard zone. IC's should use the rule of thumb that an active S/D should be upgraded with a Command Officer when it has 2 or more units assigned to it.



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### **VI. COMMAND OFFICER – HAZARD ZONE TACTICAL SUPERVISION**

Upgrading S/D supervision from a Company Officer to a Command Officer needs to be a well-practiced and regular occurrence on the incident site. When S/D supervision is transferred from a Company Officer to a Command Officer, it elevates S/D management with a true tactical level boss. This greatly facilitates the completion of the S/Ds objectives and firefighter safety.

As the IC assigns subsequent arriving Chief's to assume S/D responsibilities it quickly builds and embeds powerful tactical and safety elements across the entire incident scene. This places the IC in the strongest strategic position to manage the position and function of all assigned resources.

Subsequent arriving Chief Officer's should Level 1 Stage over the tactical radio frequency. Subsequent arriving Chief Officer's must avoid doing face to face communications with the IC when an active hazard still exists.

When assigning a Chief Officer to assume geographic or functional responsibilities, the IC needs will need to transmit:

- The location of the S/D
- The S/D appropriate name
- The tactical objectives to be addressed in the S/D
- The units currently assigned to the work area
- The current S/D supervisor they will be replacing (if any)

Chief Officer's who are assigned S/D responsibilities must:

- Park their response vehicle in a manner that won't block apparatus access into the scene/ work area
- Don their full protective gear
- Gather the necessary Accountability and RIC equipment
- Report to their assigned SDG
- Implement the Passport Accountability and Air Management system

The S/D Officer will need to position themselves just outside of the hazard zone in their S/D. Entering into the hazard zone would place the S/D Officer at the same disadvantage as interior companies working in the S/D and entry should be avoided.



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The best position to manage the S/D is in the warm zone of the S/D at the entry point. This location puts the S/D officer in the most ideal position to manage, coordinate, and account for all the S/D resource.

There are two main functional areas a S/D Officer must manage in their assigned S/D. They are:

- The Tactical level requirements to run the S/D
- The Embedded Safety requirements to run the S/D

S/D Officers are responsible for the following basic Tactical functions:

- Size-up the S/Ds critical factors
- Apply the risk management plan making sure that the S/Ds actions are always matching the conditions
- Develop the S/D's Incident Action Plan within the IC's overall Strategy and IAP
- Supervise the work in the S/D
- Redirect the S/Ds activities as required
- Request additional resources from the IC as required, always maintaining a tactical reserve within their assigned S/D whenever possible.
- Coordinate with other S/D's as required
- Provide progress reports to the IC
- Monitor personnel safety, accountability, and welfare in their S/D, and
- Decommit companies as operations are completed

The deployment of units into an IDLH hazard zone must be managed around crew accountability and the times directly connected to the air supply of working firefighters. S/D Officers are responsible for the following basic Embedded Safety functions for the work area:

- Managing the S/D accountability (using the passport system)
- Track and manage the work times of interior crews around SCBA airtimes
- Assist with the rotation of companies in and out of the hazard zone
- Manage on deck crews
- Manage the recycle and the rehabbing of crews
- Monitor the S/D for any significant safety hazards

One (1) Command Officer can routinely manage both the Tactical and Embedded Safety requirements for an assigned area.



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Depending on the situation, supervising 4 to 5 companies usually maxes out the span of control for 1 person managing the S/D and supervision should be reinforced with subsequent arriving IDLH qualified supervisors (chief officers, safety officers, training officers, qualified staff officers).

IC's must maintain an awareness of how many companies are assigned to a S/D and try not to "over assign" to one area. Other attack positions must be considered and/or established.

When assigning a resource to a S/D that has a Command Officer, the IC must include:

- The location of the assignment
- Identify the S/D Officer that they will be reporting to/working under

Command must then contact the S/D Officer and inform them what additional resource has been assigned to their area. It will then be the S/D Officer's responsibility to contact the assigned unit and deliver any orders required to get the company into action in the S/D.

When formal supervision has been upgraded in the S/D, a unit assigned to that S/D will need to deliver their passport and check in directly with their assigned S/D Officer before going to work.

### **VII. OFFENSIVE HAZARD ZONE TACTICAL LEVEL SUPERVISION GENERAL GUIDELINES**

The S/D Officer's plan always needs to fit into the IC's plan. They will need to continually size-up the S/D critical factors and apply the RMP by making sure that the S/D actions are always matching the conditions in the S/D.

S/D Officers must develop the Incident Action Plan for their S/D that facilitates the completion of the tactical priorities for their assigned area.

Both Company and S/D Officers need to balance the amount of air we bring into the hazard zone with the amount and duration of the work that must be performed and completed in the hazard zone. S/D officers must make an early resource size up and call for the resources that will be required to perform the necessary tasks while safely managing the workers air supplies.



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The goal of the deployment and SDG system is to always have enough workers assigned performing the work, to have enough workers that are assigned to On Deck positions within the SDG that are ready to go to work, and then have enough of a tactical reserve in staged positions, waiting to be assigned to go to work.

The IC must use the “3-deep” deployment model to supply a steady, adequate stream of companies to the various S/Ds. This approach to deployment places ready-to-go resources in all the key operating positions around the incident site and it greatly enhances firefighter safety and effectiveness.

As working companies properly manage their air supplies and cycle out of the hazard zone, On Deck companies should be positioned within the S/D to quickly take their place. This deployment model also allows exiting companies to actually have a face-to-face briefing with the S/D Officer and the companies that are relieving them. This reduces the amount of radio traffic on the tactical channel and streamlines the communication process for the entire incident.

The communications flow chart should overlay and reflect the organization the IC has implemented. The IC gives orders and makes assignments to establish the overall organization and to implement an effective IAP. After the organization is in place, the IC should shift from primarily ordering units into position, to requesting, listening and reacting to critical working area(s) CAN reports.

The IC should avoid automatically assigning more resources to established S/Ds. Once the organization is implemented, these SDG officers should report to the IC on the conditions in their area, the actions they are taking and any necessary resources or support (Needs). This allows the IC to operate on the strategic level, serving as a resource allocator to the SDGs based on each tactical area’s needs.

### S/D Communications Model:

- Company Officers will communicate with their individual crew members face to face
- Company Officers will communicate with other Company Officers in their work area face to face whenever possible
- Company Officers should communicate with their S/D Officer face to face whenever possible



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- There will be occasions when Company Officers will need to communicate with their S/D Officer or Command over the assigned hazard zone tactical radio frequency
- S/D Officers will communicate directly with the IC over the assigned hazard zone tactical frequency.

Chief Officer S/D Officers become the central reporting agents for their assigned area and they should give more encompassing and complete progress reports on the S/D conditions, actions, and needs.

In some cases, a S/D Officer 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 S/D area, evaluate and report conditions to the Incident Commander, and assume responsibility for directing resources and operations within his/her assigned area of responsibility.

S/D Officers along with Company Officers are responsible to monitor the welfare of their personnel at all times and determine if S/D recycle can be done within the S/D or if a formal rehab is appropriate.

S/D Officer's may need to request additional resources to replace On Deck crews, recycling crews or crews that have been assigned to a Rehab S/D/G.

### **VIII. HAZARD ZONE – DEFENSIVE TACTICAL LEVEL SUPERVISION GENERAL GUIDELINES**

A defensive situation is where the incident problem has evolved to the point that lives and property are no longer savable, and offensive tactics are no longer effective or safe. The entire defensive strategy is based on protecting firefighters.

Firefighter safety is the No. 1 defensive priority. No firefighter should be injured on a defensive fire.

Arrangement becomes a major critical factor with defensive fires. The way the main fire compartment/area is arranged to its neighboring exposures will dictate our operating positions on a defensive emergency scene.

All exposures, both immediate and anticipated, must be identified, searched and protected. The first priority in defensive operations is personnel safety; the second is exposure protection.



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The defensive perimeter and collapse zone must be identified and all operating units will remain behind those defined boundaries —this perimeter must not be crossed. S/D Officers who are in charge of defensive operations should use hazard zone tape to identify the defensive fire perimeter and collapse zone that must not be crossed by firefighting forces. This tape perimeter will greatly assist the S/D officer in managing firefighter "creeping".

Water supply becomes a critical factor when managing defensive operations. S/D Officers will need to coordinate with the IC in establishing uninterrupted water supplies with sufficient enough flows to control the problem and/or protect exposures.

S/D officers should also shut down all small-diameter handlines (unless they are being used to directly protect exposures). This diverts that water into master-stream devices that can apply large amounts of water directly on the fire and the exposures. These actions also reduce creeping.

No member shall enter the hazard zone of a defensive fire area. Any structure that has defensive fire conditions over a short period of time shall not be entered by any personnel to perform any overhaul or loss control of any kind.

On defensive fires with exposures, S/D officers managing exposure protection in the offensive strategy, will follow the same offensive strategy guidelines in Function 5 - Strategy and IAP.

*Chief Mike Kennedy*

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Approved by

Rescinds:

Manual of Procedures, 406 Incident Command System (February 19, 2012)