

# MOSIER FIRE DISTRICT

## POLICIES AND PROCEDURES

Section: <b>OPERATIONS &amp; EMS</b>	Title: <b>INCIDENT MANAGEMENT</b>	Policy Number: <b>3002</b>
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Reviewed by: To be reviewed July 2014		Date:
Revised by:		Date:

### **PURPOSE**

To provide a uniform method for members of Mosier Fire and Emergency Services to manage all emergency and non-emergency incidents.

### **PERSONS AFFECTED**

All Mosier Fire District responders and support personnel.

### **REFERENCES**

NFPA 1500, 1561, 1720

OAR 437-002-0182(8)

Incident Response Pocket Guide (2010)

ICS-300 Student Manual, Version 2.0 (April 2008)

Fire Department Policy and Procedure Development, Insource (2012), by Stewart Rose

### **DEFINITIONS**

**360 Size-up:** A deliberate, physical tour of all sides of an incident, to observe and evaluate incident status, problems, and characteristics, and to inform the development of an incident action plan.

**After action review (AAR):** A facilitated, open, and honest discussion of what transpired, performed as immediately following the incident as possible by the personnel involved in the incident. AAR is intended to improve proficiency of all personnel, to correct weaknesses, and to sustain strengths.

**Arrival report:** Different from the size-up report. A brief run-down of information crucial to incoming responders, made immediately upon arrival at the incident scene. See Procedures below.

**Emergency Traffic:** Announcement by radio to clear all radio conversations except for command, rescue personnel, and person(s) to be rescued.

**IDLH:** An environment which poses an immediate danger to life and health.

**Incident Command System (ICS):** The system which defines roles and responsibilities to be assumed by responders, and which establishes the standard operating procedures to be used in the management and direction of emergency incidents and other activities.

**Incident Commander:** The person responsible for coordination and direction of incident response.

**Initial rapid intervention team (IRIT):** Members of an initial arriving unit who are available for immediate rescue of persons inside an IDLH environment. The IRIT is allowed to carry out other functions such as command and pump operations if the team members can be immediately available for rescue.

**Mayday:** A responder calling for immediate rescue.

**Passport Accountability System:** The method by which officers and incident commanders keep track of the personnel, assignments, and location of every responder on an emergency scene, using name tags, name tag collectors (or “passports”) representing apparatus, and status boards to match passports with specific problems in the incident action plan.

**Personnel Accountability Report (PAR):** A verbal report to the incident commander as to the number of responders accounted for, by passport. The incident commander then compares the reported number with the duplicate passport on the status board, to ensure accountability.

**Rapid intervention team (RIT):** Two or more members immediately available for rescue of members working in an IDLH environment. The RIT shall be responsible for its own size-up, and for its own planning and readiness.

**Responder:** A member of the Department who is trained and equipped to respond to the incident at hand, and who is actively performing the duties and responsibilities of the Department.

**Safety Officer:** The person responsible for ensuring the safety of all operations and persons on an incident.

**Shall:** Indicates a mandatory requirement.

**Side “A”:** For structures, the side of the building which faces the street or driveway, or which most closely faces the direction from which units approach the building. For wildland fires, point of first engagement, usually on the upwind side of the fire, referred to in relation to cardinal directions, viz. “northwest side is side 'A’”.

**Size-up report:** Different from the arrival report. Size-up report announces by radio, in order:

- Incident type and physical description of location.

- For fires, a description of building or fuel type(s), fire size, fire behavior, and weather.
- Incident status and problems, noting special hazards and concerns.
- Confirmation of staging area and access route.
- Incident strategies and tactics.
- Assignment of resources.

**Staging:** The designated location where in-service units gather while awaiting assignment or activation. Best if located on the approach route and close to incident, but out of the way of operations.

**Value, time and size risk/benefit analysis:** A judgment by the incident commander, based on incident characteristics, as to the likelihood of saving lives and/or property; secondly an estimate of the amount of time remaining before such value becomes unlikely or impossible; and finally an assessment of the size of the incident, especially for calculating needed fire flow (for structures, gallons per minute = square feet divided by 3).

**Unified Command:** The command structure by which representatives from two or more agencies or jurisdictions share command, by agreement, and by a process which keeps Central and all responders informed of command structure.

## **POLICY**

The policy of Mosier Fire and Emergency Services is that all incidents shall be operated with a designated person in command: the incident commander.

All incidents shall be managed in compliance with applicable state and federal laws, and in compliance with department policy.

Incident command shall be assumed by or transferred only to someone available on the incident scene.

The incident priority for all incidents shall be, in order:

- Responder safety and accountability
- Life safety of those we serve
- Incident stabilization
- Property conservation
- Natural resources conservation
- Preservation of evidence

The Incident Commander shall develop and implement an incident action plan based on a value, time, and size risk/benefit analysis, and based on incident problems and characteristics.

Emergency responders shall not be placed at risk to save lives or property which cannot be saved.

Whenever working in an IDLH environment, a rapid intervention team (RIT), as well as a separate backup team, shall be assigned.

- **Exception:** Immediate actions which need to be taken to save a life.

## **RESPONSIBILITIES**

The first arriving responder at all incidents shall be responsible for initiating and/or establishing command.

The incident commander shall be responsible for establishing and remaining at the command post.

- **Exception:** The incident commander may initiate a mobile command for purposes of immediate rescue, initial actions that will eliminate incipient problems, or nothing showing.

The incident commander shall be responsible for naming the command post and self-referring using that name, e.g. “Engine 86 from Dry Creek Command”.

The incident commander shall remain in command until relieved, following standard operating procedures for transfer of command, or until termination of command.

At the earliest opportunity, the incident commander shall be responsible for donning a white reflective “Command” vest and keeping it on until relieved, or until termination of command.

The incident commander shall be responsible for development and management of the incident action plan in accordance with all department policies and applicable state and federal laws.

The incident commander shall be responsible for initiating appropriate Incident Command System (ICS) functions, including Unified Command, consistent with the needs of the incident.

The incident commander shall remain responsible for all ICS functions not delegated.

The incident commander shall be responsible for announcing by radio an initial size-up report.

At the earliest opportunity, the incident commander shall be responsible for delegating Safety Officer to a qualified person.

The incident commander shall be responsible for establishing an IRIT, if indicated, prior to beginning offensive operations.

Upon arrival of additional units, a dedicated RIT shall be established when working in an IDLH environment.

- **Exception:** Immediate actions which need to be taken to save a life.

The incident commander shall be responsible for maintaining incident accountability using the Passport Accountability System.

- **Exception:** EMS calls, other than roadway and mass casualty responses.

Ongoing and throughout the incident until command is transferred or terminated, the incident commander shall be responsible for, in order,

- Giving updated tactical assignments.
- Periodically conducting or delegating additional 360 size-ups.
- Reassessing value, time, and size risk/benefit analysis.
- Reassessing incident problems and incident action plan.

- Reconsidering requests for additional resources.
- Announcing updated size-up report at each tactical transition (e.g., “Fire is contained”)
- Periodically asking for PAR, suggested in ten minute increments (consider asking Central for a reminder call every ten minutes).
- Identifying and documenting incident characteristics which may be relevant to investigating the cause of the incident.

At the conclusion of management activities, the incident commander shall be responsible for terminating command according to standard operating procedure.

## **PROCEDURES**

### **A. ALL INCIDENTS**

Upon arrival, the first arriving responder shall identify unit number and notify Central of, in order:

- “On scene”, repeating incident address or location, or correcting dispatch info if needed.
- Brief description of the incident (just enough information to provide a mental picture).
- Side “A”.
- Command status (initiating or establishing).
- Staging Area if indicated, and notice of special concerns for approaching resources, such as hazards, convenient landmarks, or limited turn-around.
- Switching to tactical channel, typically our Working Repeater, or Mosier Tactical, if the switch has not already been made.

As soon as a ranking member is on scene, the initial incident commander shall request a transfer of command by standard operating procedure.

Upon completion of command transfer, or of the initial incident commander's arrival report if command not transferred, the incident commander shall then, in order:

- Give initial tactical assignments for first arriving crew.
- Conduct a 360 size-up (Exception: wildland fires too large or too fast to circumnavigate).
- Provide an updated size-up report with building dimensions and incident problems.
- Conduct a value, time, and size risk/benefit analysis.
- Develop an incident action plan for problems identified.
- Declare the incident or company strategy.
- Give updated assignments and/or conduct initial activities.
- Request additional resources if needed.
- Appoint an incident safety officer. If unavailable due to staffing, command retains this role.

#### **Succession of command responsibility:**

Succession of command responsibility provides for continuity of operations following death, injury, disability, or the absence of individuals. Succession shall include the job title designation “acting” but shall not imply automatic reassignment or promotion.

In the event of death, injury, disability, or absence of an individual, the highest ranked and then next-

ranked person in incident organization shall be responsible for safely initiating the process of assuming or delegating the role(s) and responsibilities of the person(s) to be succeeded. The incident commander is responsible for confirming every succession face-to-face with incoming leaders on the scene, and for declaring every succession by radio. When the role of incident commander is succeeded, the incoming incident commander shall confirm by radio with Central and with each company officer a change in command. Incident commander shall not be succeeded by someone who is not available on the incident scene.

## **A.1 STRUCTURE FIRES**

In developing the incident action plan, the incident commander shall give priority to the following tactical modes, in order, subject to incident characteristics:

- Defensive/exterior, then
- Transitional/indirect, then
- Combination with direct/offensive interior.

## **A.2 WILDLAND FIRES**

In developing the incident action plan, the incident commander shall give priority to positioning the initial point of engagement, whether direct or indirect, on the upwind side, subject to incident characteristics.

Go “by the book”: Incident Response Pocket Guide (IRPG) and Fireline Handbook.

## **B. EMS INCIDENTS**

Upon arrival, the first arriving EMS responder shall identify unit number and notify Central of, in order:

- “On Scene”, repeating incident address or location, or correcting dispatch info if needed.
- Command status (initiating or establishing).
- Staging Area if indicated, and notice of special concerns for approaching resources, such as hazards, convenient landmarks, or limited turn-around.
- Switching to tactical channel, typically our Working Repeater, or Mosier Tactical, if the switch has not already been made.

As soon as an EMS officer or ranking EMT is on scene, the initial incident commander shall request a transfer of command by standard operating procedure.

Upon completion of command transfer, or of the initial incident commander's arrival report if command not transferred, the incident commander shall then, in order:

- Assess scene safety and communicate any concerns to arriving units.
- Determine the number and location of patients.
- Develop an initial general impression and patient priority.
- Determine appropriate personal protective equipment and ensure crew is properly protected.
- Give initial assignments for first arriving crew.
- Provide an updated size-up report with number and status of patients, and incident problems.

- Develop an incident action plan for problems identified, and declare plan summary to crew.
- Request additional resources if needed.
- Ensure that the following functions are staffed:
  - Traffic Control, if needed
  - Entry and Access, if needed
  - Ambulance Liaison
  - Documentation and History
  - Gurney
  - Patient Care
    - C-Spine
    - Airway/Suction [CONCIOUS?]
    - O2
    - Assessment/Vitals
    - Interview/SAMPLE
      - Hand Off
    - Packaging
    - Interventions
      - Trauma or Medical?
    - Advocate

Ongoing and throughout the EMS incident, the incident commander shall, in order,

- Reassess scene safety.
- Reassess crew safety.
- Give updated assignments.
- Reassess general impression.
- Reassess incident action plan.
- Reassess need for additional resources.
- Work toward the following outcomes, in order:
  - Patient stabilization.
  - Transfer care to medic for transport,
  - OR
  - Refusal, by standard operating procedure.

## **C. ALL INCIDENTS**

### **MAYDAY:**

In the event of a mayday call, the incident commander shall, in order:

- Ensure radio traffic on the mayday caller's channel is limited to mayday caller, command, and rescue personnel by announcing "Emergency Traffic".
- Ensure that the mayday caller has communicated last known location, unit number, name, assignment, air status, actions s/he is taking, and resources needed.
- Ensure that the mayday caller has activated Personal Alert Safety System (PASS) device.
- Maintain contact with the mayday caller until rescued.
- Continue procedure for Responder Down, below.

## **RESPONDER DOWN:**

In the event that a responder becomes incapacitated at a known or approximated location during an incident, the incident commander shall, in order:

- Reassess incident action plan. Consider whether or not to alter or suspend incident operations.
- Reassess need for additional resources.
- Reassess value, time, and size risk/benefit analysis to determine viability of responder rescue. If rescue is not viable and cannot safely be made viable, defend and protect responder's position, and continue incident operations until recovery can be accomplished safely.
- If rescue is deemed viable, ensure the fallen responder's safety, rescue, and medical needs are met promptly.
- Protect rescue operations, but do not lose continuity of overall incident operations.
- Activate RIT if available, or form an ad hoc RIT otherwise, and ensure that RIT confirms fallen responder's position, number, name, assignment, air status, actions s/he and/or others are taking, and resources needed.
- Designate a backup team for RIT, and a new RIT for ongoing incident operations. Call for additional resources if necessary.
- Upon conclusion of rescue or recovery, ensure team members are rehab'd prior to reassignment.
- Inform all responders on the incident that there will be an after action review (AAR).

## **RESPONDER MISSING:**

In the event that a responder cannot be located or contacted during an incident, the incident commander shall, in order:

- Confirm by radio with the responder's company officer that the missing responder cannot be located or contacted.
- Confirm with the responder's company officer the missing responder's last known position, number, name, assignment, air status if known, and any information about events prior to loss of contact.
- On the incident tactical frequency, announce “Emergency Traffic” and request that only the missing responder, or someone who is physically in contact with the missing responder, reply and identify name or number and position.
- If still unresolved after this announcement, ensure continuity of incident operations and protect last known position of missing responder.
- Assess safety of last known position of missing responder.
- If scene is not safe, perform a value, time, and size risk/benefit analysis to determine viability of responder rescue. If rescue is not viable, protect responder's last known position and continue incident operations until recovery can be accomplished safely.
- If rescue is viable, notify Central that you are initiating search operations to locate a missing responder, activate RIT or form a search team, protect search operations and direct search team to conduct a primary search.
- If still unresolved following primary search, ensure continuity of incident operations, protect search operations and expand search concentrically from last known position of missing responder.
- Assign additional personnel to backtrack from responder's last known position to his/her apparatus or personal vehicle.

- Attempt to contact missing responder by other means – cell phone, text, family, etc.
- If still unresolved, direct search team to conduct a secondary search as soon as conditions allow.
- If still unresolved, notify Central that a responder cannot be located following a secondary search, and request assistance of law enforcement.

### **STAGING:**

A staging area is advisable though not mandatory on all incidents. If staging is designated, the incident commander shall, in order:

- Announce by radio, as part of the arrival report, the location of the staging area.
- Reassess the need for additional resources.
- Appoint a staging manager. If a dedicated staging manager is unavailable due to staffing, the incident commander shall retain the role of staging manager and appoint the officer of the first unit in staging as a liaison, to confirm status board and staging units match. As units rotate out of staging, the liaison will be passed to the officer of the unit least likely to be moved out of staging.
- Ensure that a dedicated rehab station is established in staging, and that units are assigned to set up and supply the rehab area.
- Ensure that arriving units understand and adhere to staging policy, especially as to remaining seated in apparatus, unless in rehab.
- Periodically call for PAR in staging and rehab.
- Ensure that the incident safety officer includes staging and rehab in his/her rounds.

### **TRANSFER OF COMMAND:**

When coordination and direction of incident operations passes from one incident commander (I.C.) to another, both the incoming and outgoing I.C.'s shall, in order:

- Separately assess current incident status.
- Outgoing I.C. briefs incoming I.C.
- Determine appropriate time for transfer of command.
- Notify Central and all responders of change in command.
- Incoming I.C. reassigns or demobilizes outgoing I.C.

### **UNIFIED COMMAND:**

Unified command is advisable, though not mandatory, when one or more jurisdictions overlap ours on an incident. For example, a wildland fire which affects Interstate 84 could potentially encompass Mosier Fire District, Oregon Department of Transportation, State Police, Department of Forestry, US Forest Service, Wasco County Sheriff, and Union Pacific Railroad. A unified command in this case would ensure all parties work jointly in the coordination and direction of operations through a common set of objectives and a single incident action plan, without the need for a liaison officer to “play telephone”. Another likely scenario is incoming mutual aid, where a more qualified officer would be the obvious choice to make strategic and tactical decisions, but retaining command responsibility locally is also a good idea.

If the incident commander decides on a unified command, s/he shall, in order:

- Ensure that an authorized representative of each jurisdiction is identified and is available on scene to assume the joint command role.
- Ask each representative if s/he wants to join a unified command.

- If affirmative, ensure that each representative understands and abides by these ground rules:
  - Unified command team members are to stay at the command post.
  - Each participating agency retains its individual authority, responsibility, and accountability.
  - Each representative must be clear on his/her jurisdictional or agency limitations.
  - Where policy differences become apparent, resolution must be made jointly by consensus.
  - Incident priorities shall be decided jointly by consensus.
  - Each representative must ensure effective coordination with the unified command team and with respective higher authorities.
  - Individual unified team members may be demobilized or transferred as needed.
- Once the unified command team is established, the following steps shall be taken, in order:
  - Notify Central and all responders of the establishment of unified command.
  - Hold an initial briefing to paint the common operational picture, and to ensure that each jurisdiction's goals and concerns are clearly stated.
  - Jointly select a single Operations Section Chief to control tactical resources and to direct incident operations.
  - Select a spokesperson to be the point of contact between command and operations. The spokesperson does not make independent command decisions.
  - Establish consolidated incident objectives, priorities, and strategies.
  - Establish a single system for ordering resources, as needed.
  - Develop a consolidated incident action plan to be evaluated and updated at regular intervals.
  - Establish procedures for joint decision-making and documentation.

#### **TERMINATION OF COMMAND:**

Upon completion or cancellation of final incident management activities, the incident commander shall, in order:

- Reassess scene safety.
- Ensure final demobilization plan adopted and understood by all responders, including general information, responsibilities, release priorities, release procedures, and transportation, as well as continuing investigation needs, after-action review plans, and proper assembly of incident documentation in preparation for demobilization.
- Call for a final PAR on the incident tactical channel.
- If PAR unresolved, go to "RESPONDER MISSING" above.
- If PAR resolved, ensure that each company officer reports to command post, confirms demobilization order and termination of command, and return of passports.
- Upon completion of company officer demobilizations, on the Central channel identify command post and notify Central, "command terminated".
- Complete demobilization/in-service tasks for command unit.
- Complete documentation, correspondence, review, and reporting for incident.