MONTGOMERY COUNTY FIRE AND RESCUE SERVICE INTERIM POLICY

INCIDENT COMMAND SYSTEM

Issued by: Montgomery County Fire and Rescue Commission
Authority: Code Section 21–2.(d)(2)
Supersedes: Executive Regulation 58-89
Interim Policy No. 20-02

Effective Date: March 19, 2002

SUMMARY: This Interim Policy establishes a system of incident management that provides an expandable structure, standard terminology, and uniform procedures to ensure the most effective incident control and promote maximum safety of fire and rescue personnel and the public during emergency incidents.

STAFF: For information, please contact Beth Feldman, Montgomery County Fire and Rescue Commission, on (240) 777-2423.

BACKGROUND: Emergency incidents require many resources to allow command personnel to develop control. The Incident Command System assists the Incident Commander by providing a systematic application of resources to assure that standard emergency objectives are accomplished safely.

The Incident Command System builds its structure progressively from minor incidents to major disasters. Any operational incident may be managed by the ICS by activating the resources or functions appropriate to a specific level of emergency or type of incident. The primary tasks are established as supervisory or functional positions to provide a systematic structure, enabling the Incident Commander to delegate tasks and responsibilities so more time may be spent managing the overall incident.

The Incident Command System Interim Policy is compatible with the Metropolitan Washington Council of Governments Fire and Rescue Services Mutual Aid Operational Plan.

Sec. 1. Purpose. To adopt a system of incident management that provides an expandable structure, common terminology, and uniform procedures to assure safe and effective emergency incident control efforts.

Sec. 2. Applicability. This Interim Policy applies to all Montgomery County Fire and Rescue Service operational personnel, both career and volunteer.

Sec. 3. Policy. It is the policy of the Fire and Rescue Commission to establish controls to provide for the effective management of fire and rescue incidents and to ensure the safety and welfare of fire and rescue personnel and the public.

Sec. 4. Definitions.

a. **Branch**. The organizational level with functional or geographic responsibility for implementing major parts of incident operations. Vest color: Blue with two white stripes.

b. **Command.** The act of directing, ordering and/or controlling resources by virtue of explicit legal, agency, or delegated authority.

c. **Command Aide.** The individual assigned to assist the Incident Commander at the Command Post. Radio designation: Aide. Vest color: Blue with two white stripes.

d. **Command Post**. The location from which primary command functions are executed, usually co-located with the incident base; it may also be referred to as the Incident Command Post (ICP). The Command Post should be located in an unexposed area where as much of the incident as possible may be viewed, preferably at Side A, with a view of Side B or Side D. The Command Post is identified with a green light.

e. **Communications Officer.** The individual who is responsible for handling radio and telephone voice and data communication for the Incident Commander. Radio designation: Communications. Vest color: Blue with two white stripes.

f. **Division**. The organizational level that is responsible for operations within a defined geographic area, or with functional responsibility. Radio designation: Division. Vest: Blue with two white stripes.

g. **Division/Group Supervisor**. The individual who is responsible for implementing the assigned portion of the Incident Action Plan, assigning resources within the Division/Group, and reporting on the progress of control operations and resource status within the Division/Group.

h. **EMS Branch Director**. The individual who is responsible for implementing the Incident Action Plan within the EMS Branch, including directing and executing Branch planning for the assignment of resources.

i. **Finance/Administration Section Chief**. The individual who is responsible for tracking and processing all financial transactions for the incident, including the time unit, procurement unit, compensation/claims unit, and the cost unit. Radio designation: Finance. Vest color: Blue with two white stripes.

j. **Group**. The organizational level that is responsible for a specified functional assignment at an incident, e.g., ventilation, salvage, water resources, etc. Radio designation: "specific function- (e.g., Salvage)" Group. Vest: Blue with two white stripes.

k. **Incident Commander**. The individual who is responsible for overall management of all incident operations. Vest: color: Solid blue.

l. **Incident Management Chart**. A management guide determined by the Chief, Division of Volunteer Fire and Rescue Services, and the Chief, Division of Fire and Rescue Services.

m. **Level I Command**. The level of command used to mitigate routine and minor fire and rescue incidents. This level is in effect on all incidents unless another level is specifically established. This incident level can usually be managed by the initial unit or command officer with a minimum of resources, time, and communications. All units and command officers must use normal unit or officer designations in communications.

n. **Level II Command**. The level of command appropriate for use on serious, involved, or extended incidents where five or more units are used. This level is established as directed by the Incident Commander. It requires establishing a formal Command Post and using command communication and incident position

designations. At this level of command, the Emergency Communications Center should automatically assign an alternate communications channel. This procedure requires the use of the functional and area identification system.

o. **Level III Command/Disaster Response**. The level of command at which County command-level coordination is provided, in conjunction with the Disaster Command System. This level may be established only by the Montgomery County Chief Administrative Officer or designee, in response to a "State of Public Emergency," as determined by the County Executive. The individual Incident Commander must coordinate with and report to the Disaster Manager or Fire/Rescue Operations Officer or their designee as directed, in accordance with the Montgomery County Emergency Operations Plan and the Fire and Rescue Services Disaster Plan.

p. **Liaison Officer**. Member of the command staff who is the point of contact for assisting or coordinating agencies. Radio designation: Liaison. Vest color: Blue with two white stripes.

q. **Logistics Section Chief**. The individual who is responsible for providing facilities, services and materials for the incident. Radio designation: Logistics. Vest color: Blue with two white stripes.

r. **Operations Section Chief**. The individual who is responsible for all tactical operations at the incident scene. Radio designation: Operations. Vest color: Blue with two white stripes.

s. **Planning Section Chief**. The individual who is responsible for collecting, evaluating, disseminating, and using information about the development of the incident and the status of resources. Radio designation: Planning. Vest color: Blue with two white stripes.

t. **Public Information Officer (PIO)**. Member of the command staff who is responsible for developing and disseminating timely factual reports to the news media and other appropriate agencies that require information directly from the incident scene. Radio designation: PIO. Vest color: White.

u. **Safety Officer**. Member of the command staff who is responsible for monitoring and assessing safety hazards, addressing unsafe situations, and developing measures to ensure personnel safety. Radio designation: Safety. Vest color: Red.

v. **Section**. The organizational level with functional responsibility for primary segments of incident operations, e.g., Operations, Planning, Logistics, and Finance/Administration.

w. **Senior Physician**. A physician trained and experienced in trauma and emergency care who is deployed to the scene. He/she reports to and assists the EMS Group/Branch. Radio designation: Physician. Vest color: Orange with white stripe.

x. **Staging Area Manager**. The individual who is responsible for managing activities in the staging area located near the incident, where incident personnel and equipment are assigned on an available status. Radio designation: Staging. Vest color: Green.

y. **Water Resources Specialist**. The individual who is assigned to assess needs and then plan and develop a water supply system (or other extinguishing agents) needed for tactical control of the incident. Radio designation: Water Supply. Vest color: Blue with two white stripes.

Sec. 5. Procedure

a. **Command Communication**. Safe and effective incident command and control depends upon prompt, complete, and frequent communications. If the next higher level in the chain of command is not in direct contact with the activities of a given section or branch, routine progress reports must be provided to Command at intervals of not longer than 15 minutes.

1. When implementing **Level II Command**, the **Incident Commander** will designate a geographic identifier consistent with the incident's location. Example: "District 3 to Montgomery, we have fire showing from two second story windows on Side B of a seven story office building, establishing **Command** as Judicial Center **Command**. **Command Post** will be on Side A."

Montgomery- "OK, District 3. Assigning Channel 1 to Judicial Center Command. All units on Box 3-2, switch to Channel 1 for operations with Judicial Center Command. Command Post is on Side A of the building."

2. All units and/or **command personnel** must use their incident identified designation in communicating with **Command**, e.g., "**Division** 3 to **Command**;" "Plans to **Command**;" "Operations to Ventilation;" etc. Units or personnel that are not assigned an incident identifier by **Command** will use their normally assigned radio designation.

3. All incident communications to or from the Emergency Communications Center must be routed through **Command**.

b. <u>Assignment of Divisions/Groups</u>. Complex incident situations often exceed the capability of one officer to effectively manage the entire operation. Assignment of **Divisions/Groups** reduce the span of control of the overall **command** function to more manageable units, and allows **Command** to communicate principally with **Division/Groups**, rather than with individual units, providing an effective **command** structure and incident organization.

1. When effective **Divisions/Groups** have been established, **Command** can concentrate on overall strategy and resource allocation. **Command** determines strategic objectives and assigns available resources to **Divisions/Groups** where they are most needed. **Division/Group Supervisors** are responsible for the tactical deployment of the units and resources assigned to that **Division/Group**, and communicating its needs and progress to **Command** or **Branch** Director.

2. **Command** should begin to assign **Divisions/Groups**:

A. when the **Incident Commander** foresees a situation which will eventually involve a number of companies beyond **Command's** capability to directly control;

B. when **Command** can no longer effectively manage the number of companies currently involved in the operation;

C. when companies are involved in complex interior operations;

D. when companies are operating from tactical positions over which **Command** has little or no control; and,

E. when the situation demands that close company control is required because of structural conditions, hazardous materials, heavy fire load, marginal offensive situation, etc.

c. **Staging**. This tactic provides a standard system of initial placement for responding apparatus, **personnel**, and equipment before their assignment at an incident. **Staging** may be used at minor incidents as well as major incidents. **Personnel** assigned to staged units must stay with their unit or in the designated **staging** location until assigned.

1. Level I Staging. This term designates the placement of initially-assigned units two blocks or at least 500 yards from the incident scene in their route of travel to the incident location. Engines responding should not stage Level I beyond their last hydrant or other appropriate water resource. The **Incident Commander** may use this approach on fire incidents where fire standard operating procedures may not result in the best initial assignment of units based on known conditions upon arrival. It may also be used on incidents where no standard operating procedure exists to determine logical assignment of resources after initial incident assessment.

2. Level II Staging. This term designates the placement of additional units or other resources requested at a specific location. The staging location is specifically indicated by the **Incident Commander**. Units and resources are under the control of a **Staging Area Manager**.

3. Personnel and Equipment Staging. The **Incident Commander** can establish **staging areas** close to where the need for those reserves is anticipated. He/she may do this when incident activities are being conducted that would involve a delay in activating stand-by resources, such as the interior of a high-rise building.

d. **Identification of Functional Positions and Areas.**

1. **Identification Flags.** In accordance with the Metropolitan Washington Council of Governments (COG) Fire and Rescue Services Mutual Aid Operational Plan, the functional areas below require identification. Other functional areas may be set up to manage the incident, but they need not be identified by flags.

A.	Command Post	Green light
	Staging Area	Green Flag
	Treatment Area	Orange Flag or light
	Public Information Area	White Flag or light

B. The flags must measure at least 3 feet by 2 feet, be manufactured of retro-reflective material, and be displayed at least 12 feet above ground.

2. **Identification Vests.** Designated **command** vehicles will carry these items for use in accordance with the Council of Governments operations plan. Each Local Fire and Rescue Department's primary **command** vehicle will be equipped with a set of flags and vests. The Division of Fire and Rescue Services' Shift Chief's vehicle and **Command** vehicles will each carry a set. Personnel who are responsible for completing certain operational assignments at an incident will receive and wear the appropriate color-coded vest.

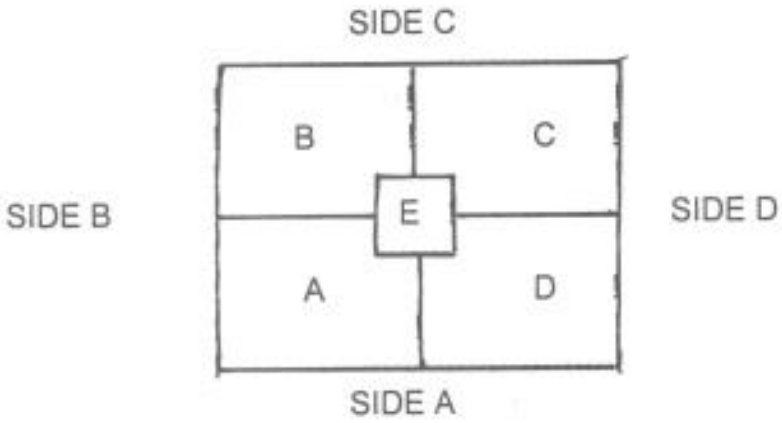
A. Personnel who are required to wear identification vests are listed below. Except for the **Staging Area Manager**, Treatment Officer, **Senior Physician**, and **Public Information Officer**, all other personnel requiring identification should wear a vest of solid blue with two white stripes.

Incident Commander	Blue
Staging Area Manager	Green
Treatment Officer	White with 1 Orange Stripe

Senior Physician	Orange with White Stripe
Public Information Officer	White
Specialty Teams	Lime Green
Safety	Red

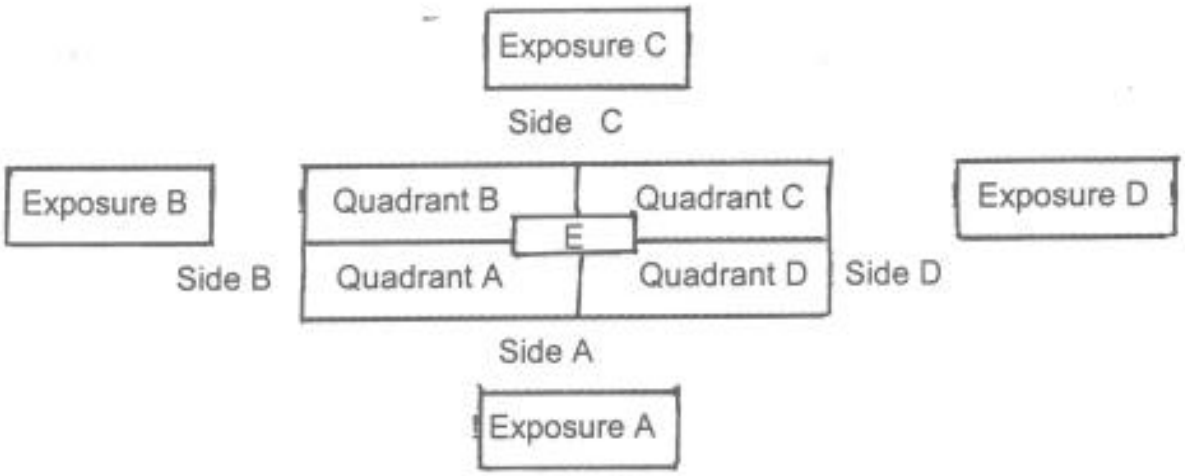
3. Incident Perimeters. The perimeters of an incident will be identified as:

Address Side:	A
Left Of Address Side:	B
Rear:	C
Right of Address Side:	D



B. Quadrants divide the structure into five parts; each of the four outer quadrants is identified in order A-D. The center core of the incident where all four quadrants meet is designated Quadrant E.

C. Exposures will be identified by their proximity to the incident's side. Additional exposures will be identified by their proximity to the incident and the closest exposure. Example: Exposure D is directly exposed to the incident, with additional exposures on the same side of the incident identified alphabetically away from the incident.



e. **Incident Analysis (Size-up).** **Command** is responsible for initial as well as continuing incident analysis.

1. Incident analysis begins with the receipt of the report by the Emergency Communications Center, and ends with the termination of incident operations. For the field officer, it begins when the call is dispatched.

2. The initial incident analysis should consider:

   A. location of the incident (building type and occupancy, interstate highway, remote geographical location, etc.);

   B. time of the incident;

   C. life hazard;

   D. exposures;

E. resources (on scene, en-route, immediately available, delayed, unavailable within necessary time constraints);

F. most effective use and placement of initial units (appropriateness of fire or other SOPs, alternative assignments); and

G. weather conditions.

f. **Establish Command.** **Command** should be established based on the needs of the incident, as indicated by the initial incident analysis and other known conditions. The first arriving unit officer establishes **Command**. The initial **Incident Commander** retains **Command** until **Command** is transferred, or the incident is terminated.

1. **Command** may be transferred by the initial unit to a **command** officer who is en route and in close proximity to the incident, or to the next arriving unit if a quick attack by the first unit is critical.

   A. The individual establishing **Command** must perform only the **Command** function. If an inadequate number of personnel remain on the unit's crew to perform as the unit, they should be assigned to another unit or to other functions.

   B. Responding **command** officers who are not yet on the scene must be advised of the initial and subsequent incident status reports. They will normally assume **Command** functions upon arrival and transfer of **Command** from a unit officer.

2. The transfer of **Command** must follow radio confirmation by both parties following a brief situation report by the initially arriving officer. **Command** may be passed only once from unit officer to unit officer.

3. Authority to direct other transfers of **Command** will conform to the Integrated Emergency Command Structure (IECS).

4. The actual transfer of **Command** is controlled by the guidelines described below.

A. Arriving ranking officers who assume **Command** will communicate with the officer who is being relieved on a face-to-face basis.

B. The officer being relieved will brief the officer assuming **Command**, indicating:

   i. general incident situation status, i.e., incident type, location, magnitude, conditions, extension;

   ii. effectiveness of control efforts;

   iii. deployment and assignment of operating companies; and

   iv. appraisal of needs for additional resources at that time.

C. The arrival of a ranking officer at an incident does not mean **Command** has been transferred. **Command** is transferred only when the outlined communication functions have been completed.

D. The officer who is being relieved of **Command** should be used to best advantage by the officer who is assuming **Command**.

E. If **Command** is effectively handling a tactical situation and has thorough knowledge of the location and function of operating companies and the general status of the situation, it may be desirable for that officer to continue in an active **Command** role. In these cases, the ranking officer may assume incident **command** and delegate the Operations **Section** role to current **Command**, or delegate the incident **command** function.

F. The ranking officer on the scene cannot delegate the responsibility for the proper handling or the final outcome of a given incident.

5. All **command** officers and other personnel who are not assigned to a unit must report to the **Command Post** for assignment when first arriving on the incident scene.

g. **Initial Incident Status Report (IISR).** On all multiple unit incidents, the Officer in Charge (OIC) of the first arriving unit must provide an Initial Incident Status Report immediately after arriving on the scene. Occasionally, it may be necessary to quickly check the location of the problem before completing the IISR. This report may vary as to the factors reported, according to incident type. It should always convey items 1-3 below, and include items 4 and 5 when appropriate:

1. Report the initial unit "on the scene," its location, and an address correction, if necessary;

2. Provide an initial description of the incident conditions found, including a structural or geographic description of the location and nature of the incident;

3. Provide initial instructions to other units responding if actions other than standard operating procedures are desirable;

4. Establish **Command**; and

5. Request for assistance when the need is apparent.

Examples:

Fire

"Engine 11 is on the scene, Side A. We have fire showing from Side B, quadrant B, first floor, of a 2-story single family dwelling. Passing **Command** to District 1."

"Engine 171 is on the scene on Side A. We have a large barn fully involved with a 3-story wood frame farmhouse and several outbuildings exposed. Have Tanker 17-2 pick up my line at the driveway. I'll have Sundown Road **Command**."

"Engine 81 is on the scene, Side A. We have nothing evident from a 10-story office building. I have my own hydrant on Side A."

"Engine 11 to Montgomery. On the scene Side A with a 15-story multi-family dwelling, smoke showing 11th floor. Passing **Command** to District 1."

Rescue

"Engine 21 is on the scene. We have a three-car collision with five people injured, including two trapped. Dispatch an additional medic unit and two more ambulances. I'll have Flower Avenue **Command**."

"Engine 141 is on the scene. We have one pinned by an overturned tractor. Have Rescue Squad 9 position to use their winch, and dispatch a helicopter."

EMS

"Ambulance 18 is on the scene." After patient check: "Ambulance 18 to Montgomery. Advise Medic 19 we have an unconscious patient from an overdose of Tylenol 3."

h. **Develop Incident Control Plan.** The primary function and responsibility of the **Incident Commander** is to determine the overall strategy based on the type and extent of incident conditions and to develop, implement, and manage an incident control plan. In conjunction with the incident conditions and other factors determined in the IISR, the development of the control plan should consider:

1. the safety and welfare of incident control personnel;
2. pre-incident planning information on structure or other hazard, if available;
3. the rescue or removal of involved or endangered civilian personnel;
4. the appropriate strategies, tactics and in-place standard operating procedures relevant to the type of incident, e.g., fire, rescue, hazardous materials, METRO, etc.; and
5. the conservation of property.

i. **Implement the Incident Control Plan.**

1. Direct or redirect currently operating units as necessary. Unless all the units dispatched on the alarm are known, a listing of units assigned should be requested from the Emergency Communications Center. Constant monitoring of the status, location, and assignments of all units is critical to the safety and efficiency of incident control operations.

2. Request additional or special units and resources.

j. **Manage the Incident Control Plan.**

1. Request and assign additional resources.

A. **Command** may designate a **Staging Area**. The first engine company OIC to arrive at the **Staging Area** will automatically become the **Staging Area Manager**, notify **Command** of their arrival, and assume **Command** of the **Staging Area**.

B. Occasionally, **Command** may ask the **Staging Area Manager** to determine the best location for the **Staging Area** and report back to **Command**.

C. The radio designation for the **Staging Group** is **"Staging."** All communications involving **Staging** must be between **Staging** and **Command** (or between **Staging** and **Operations,** if established). All responding companies must stay off the air, respond directly to the designated **Staging Area**, and report in person to the **Staging Area Manager**. They must stand by their unit with crew intact and warning lights turned off, when possible.

D. When requested by **Command**, the **Staging Area Manager** will verbally assign companies to report to specific **Divisions/Groups**, telling them where and to whom to report. **Staging** will then advise **Command** of the specific unit(s) assigned and the number of **personnel** assigned to each unit. The operating **Division/Group officer** may then communicate directly with the company by radio.

E. **Staging** will give **Command** periodic reports of available companies in **Staging**. After checking with **Command** regarding the need for additional resources, **Staging** may use another channel and communicate directly with the ECC for resources.

F. The **Staging Area Manager** is also responsible for:

i. coordinating with Police to block streets, intersections and other access required for the **Staging Area**;

ii. ensuring that all apparatus is parked in an appropriate manner;

iii. maintaining a log of companies available in the **Staging Area**;

iv. taking inventory of all specialized equipment that might be required at the scene; and

v. reviewing with **Command** what resources must be maintained in the **Staging Area**, and coordinating the request for these resources with the Emergency Communications Center.

G. In some cases, the **Staging Area Manager** may have to indicate the best direction of response and routing for responding companies to access the **Staging Area**.

2. **Division/Group Supervisors** are in **command** and control of all assigned functions within their **Division/Group**. **Division/Group Supervisors** are responsible for:

A. monitoring work progress;

B. redirecting activities as necessary;

C. coordinating with related activities (within and outside of their **Division/Group**);

D. monitoring the welfare of **Division/Group** personnel;

E. requesting additional resources as needed;

F. re-allocating resources within the **Divisions/Groups**; and

G. keeping **Command** informed.

3. **Command** allocates overall resources to **Divisions/Groups** and depends upon **Division/Group Supervisors** for information on the resources required within that **Division/Group**. The **Division/Group Supervisor** must inform **Command** of conditions in his/her **Division/Group** through regular progress reports. He/she must advise **Command** immediately of significant changes in conditions in the **Division/Group**, i.e., those affecting the ability to complete the mission, hazardous conditions, accidents, collapse, etc.

4. When a company is assigned from **Staging** to an operating **Division/Group**, the company must be told to which **Division/Group** and which **Division/Group Supervisor** the assignment was made, including the **Division/Group Supervisor's** location. The **Division/Group Supervisor** is informed which specific companies or units have been assigned to him or her by **Command**. It is then the **Division/Group Supervisor's** responsibility to contact the company to transmit any instructions on the specific action requested.

5. The **Division/Group Supervisor** should be readily identifiable and maintain as visible a position as possible. He/she must be sufficiently mobile to be able to supervise the work of assigned companies, and may go into interior operating positions to monitor progress while maintaining radio communications.

6. The primary function of the company officer working within a **Division/Group** is to direct the operations of his or her crew in performing assigned tasks. Company officers must advise their **Division/Group Supervisors** of work progress. If they determine that assistance is needed on assigned work tasks, they must request such assistance from the **Division/Group Supervisor**.

7. Companies assigned to a **Division/Group** must direct communications to their **Division/Group Supervisor** and must use non-radio modes whenever possible. This does not preclude the use of radio communications within **Divisions/Groups**. **Division/Group Supervisors** will conduct radio communications with **Command** and with other **Division/Group**

Supervisors. This procedure applies only to routine communications. "Emergency traffic" may be initiated by anyone as necessary.

8. **Command** can assign **Division/Groups** to perform the standard functions below, or may assign multiple **Division/Groups** to the same function in complex situations.

Firefighting	Staging
Evacuation	Salvage and overhaul
Resources	Hazardous materials
Rehabilitation	Sewer and storm drain
Water	Support
EMS	Utilities
Lobby control	Operations
Stairwell Support	

9. Command may establish **Divisions/Groups** to perform any other special functions as required by the situation.

k. **Incident Commander**. The **Incident Commander** must continuously re-assess the effectiveness of the incident control plan and revise it as necessary. The **Incident Commander** will:

1. use an **Incident Command** chart or card, as appropriate to the complexity of the incident, to maintain status and to record the activities of personnel and units;

2. coordinate the transfer of **Command** as required;

3. be responsible for the initial and continuing control of the communications process;

4. assure that any civilian or non-member personnel, including representatives of other agencies who wish to enter the incident area, obtain authorization from the **Incident Commander** or his designee; and

5. assure that the proper support activities for fire/rescue and civilian personnel are provided. These considerations include (but are not limited to) those listed below.

Consideration	Organization(s)
Shelter-Civilian	American Red Cross
Shelter-Control Personnel Food-Water Dry/Warm Clothing	Emergency Management
Expanded "on-scene" **Command** and communications capability	Field Command 1
Mass casualty medical supplies	Special Unit 27 American Red Cross National Guard
Hazardous Materials	HIRT Team DEP
Water Rescue	Boats-10, 14, 29, 30, 4 URT Team, Strike Teams 10 and 30
Refueling	Mont. Co. DPWT Mont. Co. School Board
Cave-In (building, trench)	Collapse Rescue Team
Transportation	Mont. Co. Ride-On Bus
Temporary Shelter	Mont. Co. School Board METRO

Consideration	Organization(s)
Foam (additional)	Andrews A. F. Base Dulles Inter. Airport National Airport BWI Airport
Search	Dogs East Civil Air Patrol
Heavy equipment	Mont. Co. DPWT Private Contractors National Guard
Control personnel welfare	Critical Incident Stress Management Team

6. The **Incident Commander** will then return companies to service and terminate command when he or she has:

   A. debriefed units, **Divisions/Group Supervisors**, and other officers as necessary;

   B. debriefed owner/occupant, and other civilian personnel as necessary; and

   C. assured and required that proper reporting is accomplished.

Sec. 6. Enforcement. The Fire Administrator is the enforcement authority for all policies and Executive Regulations of the Montgomery County Fire and Rescue Service.

Sec. 7. Effective Date. This policy is effective on March 19. 2002

Attest:

2/12/02

Gordon A. Aoyagi, Chairman
Fire and Rescue Commission

Date

Attachments: Post Incident Analysis Package
Organizational Charts
Incident Management System Work Sheet

APPROVED AS TO FORM AND LEGALITY.
OFFICE OF COUNTY ATTORNEY
BY
DATE 2/12/02

ICS FINAL 1-11-02 BF H

POST INCIDENT ANALYSIS

The Incident Commander or incident command team should analyze every incident informally to improve personnel, unit, and system performance. After every major incident, the Incident Commander **must** develop a post incident analysis (PIA) to determine strengths, weaknesses, and lessons learned about the incident operations. The post incident analysis should be fact-based, and not include unsubstantiated opinions. The PIA is forwarded to the Fire Administrator through the appropriate Chain of Command. A PIA must be completed for:

1. A building fire in which 3 or more rooms are severely damaged by fire, or where unusual extinguishing problems existed;

2. Any fire resulting in a fatality;

3. Any fire resulting in injury to firefighters serious enough to necessitate admission to a medical facility:

4. Any Hazardous Materials incident at the recommendation of the HazMat officer;

5. Any mass casualty incident involving 8 or more victims; and

6. At the Incident Commander's discretion, or at the direction of a senior officer.

The PIA is a critical component in determining the processes used during a major incident, and an educational tool for all MCFRS personnel. Valuable lessons are learned from observations of effective and efficient methods of mitigating a major incident. These includes all strategic decisions, operational issues, built-in fire protection devices, and anything else that assisted in mitigating the incident. MCFRS personnel also benefit from learning what has **not** proven to be effective or efficient.

The PIA requires the incident commander to closely evaluate all conditions, factors, and decisions made during a major incident. This detailed retrospective provides documentation that can be used as an educational tool. Each incident commander should use all available resources to completely and thoroughly describe the incident and the methods used to mitigate it.

PIA forms are attached for Structural Fires, Hazardous Materials Incidents, and Major Medical Incidents. Each form lists questions specific to that type of incident. Complete only the applicable portions, and for each answer, provide a detailed explanation. The more accurate the PIA, the greater the benefit for the entire service.

The attached Unit Fact Sheet is to be provided to unit officers, or in rare circumstances, to all personnel, to assist the incident commander in completing the PIA. A supply of these forms should be maintained at each station. The final form is an Incident Management System Work Sheet, which will allow the incident commander to detail assignments under each appropriate Division/Group or Branch.

The new PIA may also be used as a presentation format for a critique of any incident, for use either by the incident commander or a moderator.

SECTION 1

POST INCIDENT ANALYSIS
STRUCTURAL FIRE

I. Introduction

a. Provide a general overview of the incident including an area diagram of the building, exposures, water supply, time of day, weather conditions, etc.
b. Indicate unique circumstances/problems, etc.

II Building Structure/Site Layout

a. Review type of structure
b. What construction or design features contributed to the fire spread, or prevented fire spread, i.e. sprinklers, fire doors, etc.?
c. Did the topography and/or type of fuel affect fire control efforts?
d. Did fire alarm and/or suppression devices work properly?
e. Did personnel or apparatus encounter any problems in gaining access?
f. What is needed to correct these problems?

III Fire Code History

a. Review relevant Fire Code requirements and history.

IV Communications

a. Did dispatcher verbally provide all information available at the time of dispatch?
b. Was the fire ground channel adequate?
c. Were proper communications procedures followed?
d. Were there problems communicating with Mutual Aid companies?
e. Was the communication network controlled to reduce confusion?
f. Did units, divisions/groups/branches and Montgomery communicate effectively?
g. Was radio discipline effective?
h. Did Incident Commander provide timely updates to Communications?

V Pre-emergency Planning

a. Were pre-fire or other plans needed on the scene?
    1. Were they available?
    2. Should they be updated?

VI On Scene Operations

a. What was the structural integrity of the building based on fire conditions on arrival, at 10 minutes, 20 minutes, 30 minutes, etc.
b. Was Command identified and maintained throughout the incident?
c. Was a Command Post established and readily identifiable? Flag, Green Light, or other?
d. Size up decisions by command
e. Was additional apparatus requested in a timely manner?
f. Strategy/action plan
g. Did personnel, units, and teams execute tactics effectively?
h. Were any training needs identified? provide examples.
i. Were Standard Operating Procedures used? Were they adequate? Do they need to be updated? If not used, why?
j. What offensive/defensive decisions were made by command?
k. How was risk analysis applied to the incident?
l. Were the divisions/groups used appropriate to the incident's type and complexity?
m. Was apparatus properly positioned? If not, why?
n. Attack line selection and positioning
o. Ventilation operations
p. Salvage operations
q. Night time and interior lighting operations
r. Were Mutual Aid companies effective in operation?
s. Was water supply adequate?

VII Staging

a. Location adequacy
b. Site Access

VIII Support Functions

a. Was a Rehab group established?
b. Were fire/rescue personnel provided with food and drinks?
c. Was adequate shelter provided for fire/rescue personnel?
d. Were crews relieved by fresh crews regularly and frequently?
e. Were there any equipment or apparatus failures? Did these failures have a detrimental effect on the incident outcome?
f. Were functions with outside agencies properly coordinated? (i.e. Red Cross, Power company, Gas Company)

IX Safety Group

a. Was a standby team established? if not, why?
b. Were any fire/rescue personnel injured?
c. Were all safety SOPs and regulations enforced?
d. If there was a Safety Dispatch, were they used for Safety, Accountability or RIC? If not, why?

e. What actions are necessary to change or update current safety and health programs to improve the welfare of members?

X Accountability

a. Were actions taken to ensure accurate personnel accountability?
b. Was the status of units, Divisions/Groups/Branches and support personnel maintained?
c. Did personnel provide adequate feedback?
d. Was the incident continuously controlled and monitored?

XI Investigations

a. Was the fire's origin and cause determined?
b. What factors contributed to the fire's spread?

XII Lessons Learned

a. Were specific training needs identified?
b. Recommended improvements

XIII Overall Analysis of Incident

-Good? Bad? Why?

Critique

If post incident analysis indicates that a positive learning experience would result, or where it may be necessary to complete the analysis of an incident, a critique may be held at the discretion of the Incident Commander or their superior.

SECTION 2

POST INCIDENT ANALYSIS
HAZARDOUS MATERIALS

I. Introduction

a. General overview of incident
b. Unique circumstances/problem, etc.

II Site Review

a. Type of structure and post incident structure analysis as appropriate, or site layout review (either diagram site, or attach aerial photographs if available).
b. Storage/Interior-Exterior
c. Type of container/transport involved
d. Roadway location, access, drainage
e. Storm drains, and sewer systems
f. Weather conditions

III Fire Code History

a. Review code, laws, regulations and deficiencies
b. Review file history on building alternatives, inspections, citations, etc.
c. Review file on spill history

IV Communications

a. Did the dispatcher provide all information available at the time of dispatch?
b. Was the fire ground channel adequate?
c. Were the proper communications procedures followed?
d. Were there problems communicating with Mutual Aid companies?
e. Was the communication network controlled to reduce confusion?
f. Did units, Divisions/groups/branches and Montgomery communicate effectively?
g. Was radio discipline effective?
h. Did Incident Commander provide timely updates to Communications?

V On Scene Operation

a. Structural/container integrity, based on arrival conditions, at 10 minutes, 20 minutes, 30 minutes, etc.
b. Spill/release conditions at 10 minutes, 20 minutes, 30 minutes, etc.
c. Size-up decisions by command
d. Strategy/plan-Action Plan; Site Safety plan
e. Offensive/defensive decisions by command
f. Risk Analysis

g. Sector operations
h. Apparatus positioning
i. Ventilation operations
j. Initial actions by first responder
k. Initial action by HazMat units
l. Did HazMat establish all necessary sub-sectors?
m. Evacuation process
n. Mutual Aid

VI Staging Operations

a. Location Adequacy
b. Site Access
c. Additional resources staged and available?

VII HazMat Operations

a. Product Identified/when?
b. Product hazards identified-fire, explosive and health
c. Entry and Hazard Zone operations
d. Clean-up process
e. Weather monitoring
f. Decontamination measures/process
g. Research Data used?
h. Instrumentation measures/practice

VIII Agency Coordination

a. List and review outside agency response and their legal and/or operational responsibilities
b. Review agency coordination and use during incident

IX Support Functions

a. Was a Rehab group established?
b. Were fire/rescue personnel provided with food and drinks?
c. Was adequate shelter provided for fire/rescue personnel?
d. Were crews relieved by fresh crews regularly and frequently?
e. Were there any equipment or apparatus failures?
f. Were functions with outside agencies properly coordinated? (i.e. Red Cross, Power company, Gas Company)

X Safety Group

a. Was a standby team established? if not, why?
b. Were any fire/rescue personnel injured?
c. Were all safety SOPs and regulations enforced?
d. If there was a Safety Dispatch, were they used for Safety, Accountability or RIC?

e. What actions are necessary to change or update current safety and health programs to improve the welfare of members?

XI Accountability

a. Were actions taken to ensure accurate personnel accountability?
b. Was the status of units, Divisions/Groups/Branches, and support personnel maintained?
c. Did personnel provide adequate feedback?
d. Was the incident continuously controlled and monitored?

XII Investigations

a. What was the origin and cause of fire/hazard spread?
b. What factors contributed to fire spread?

XIII Lessons Learned

a. What specific training needs were identified?
b. What improvements are recommended?

XIV Overall Analysis of Incident

-Good? Bad? Why?

Critique

If post incident analysis indicates that a positive learning experience would result, or where it may be necessary to complete the analysis of an incident, a critique may be held at the discretion of the Incident Commander or their superior.

SECTION 3

POST INCIDENT ANALYSIS
MAJOR MEDICAL INCIDENT

I Introduction

a. Provide a general overview of the incident.
b. Identify unique circumstances/problems, etc.

II On Scene Operations

a. What was the situation on arrival, 10 minutes, 20 minutes, 30 minutes, etc.
b. Size-up
    1. Early call for assistance
    2. Action plan
c. Plan of action/strategy
d. Command Operations
e. Division/Group Operations
    1. Extrication, treatment, transportation, staging
f. Scene arrangement/layout. Identify positions of Groups/Divisions, apparatus positions, lighting, ambulance/medic unit access/egress, loading points, obstacles, barriers, etc.
g. Involvement/use of outside agencies:
    1. Police
    2. Hospitals. Indicate status at time of incident, i.e. yellow, red, etc.
    3. Helicopters
    4. Medical Examiner
    5. Mutual Aid companies

III Communications

a. Dispatch, on-scene reports
b. ECC operations
    1. Hospital Notifications,
    2. Problems encountered
c. Did Incident Commander provide ECC with timely updates of incident status?
d. Transportation Group Communications/coordination

IV Support Functions

a. Safety
b. Logistics – Equipment/Supplies
c. Rehab

V Staging Operations

a. Location adequacy
b. Site Access

VI Triage/Patient Outcomes

a. Was triage instituted early in incident?
b. Accuracy of Triage Decisions

VII Lessons Learned

a. Were any specific training needs identified?
b. Recommended improvements

VIII Overall Analysis of Incident

-Good? Bad? Why?

Critique

If post incident analysis indicates that a positive learning experience would result, or where it may be necessary to complete the analysis of an incident, a critique may be held at the discretion of the Incident Commander or their superior.

POST INCIDENT ANALYSIS
UNIT FACT SHEET

Unit ID:_____ Officer In Charge:_____

Incident Address: _____ Time of Arrival:_____

Nature of Incident:

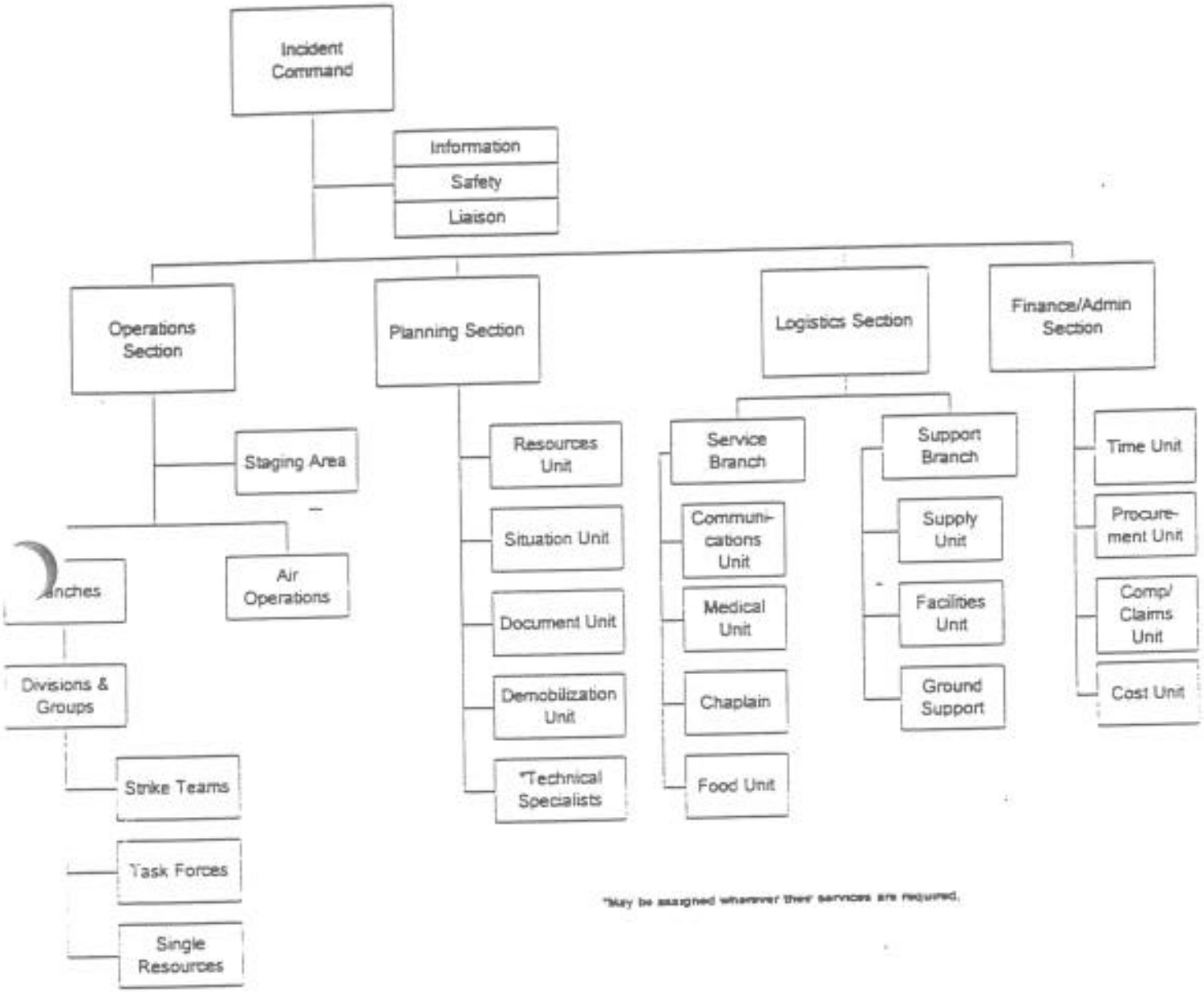
Describe the situation upon arrival:

Describe SOP used or assignments given and/or actions taken in chronological order:

PIA forms: disk 11/29/01

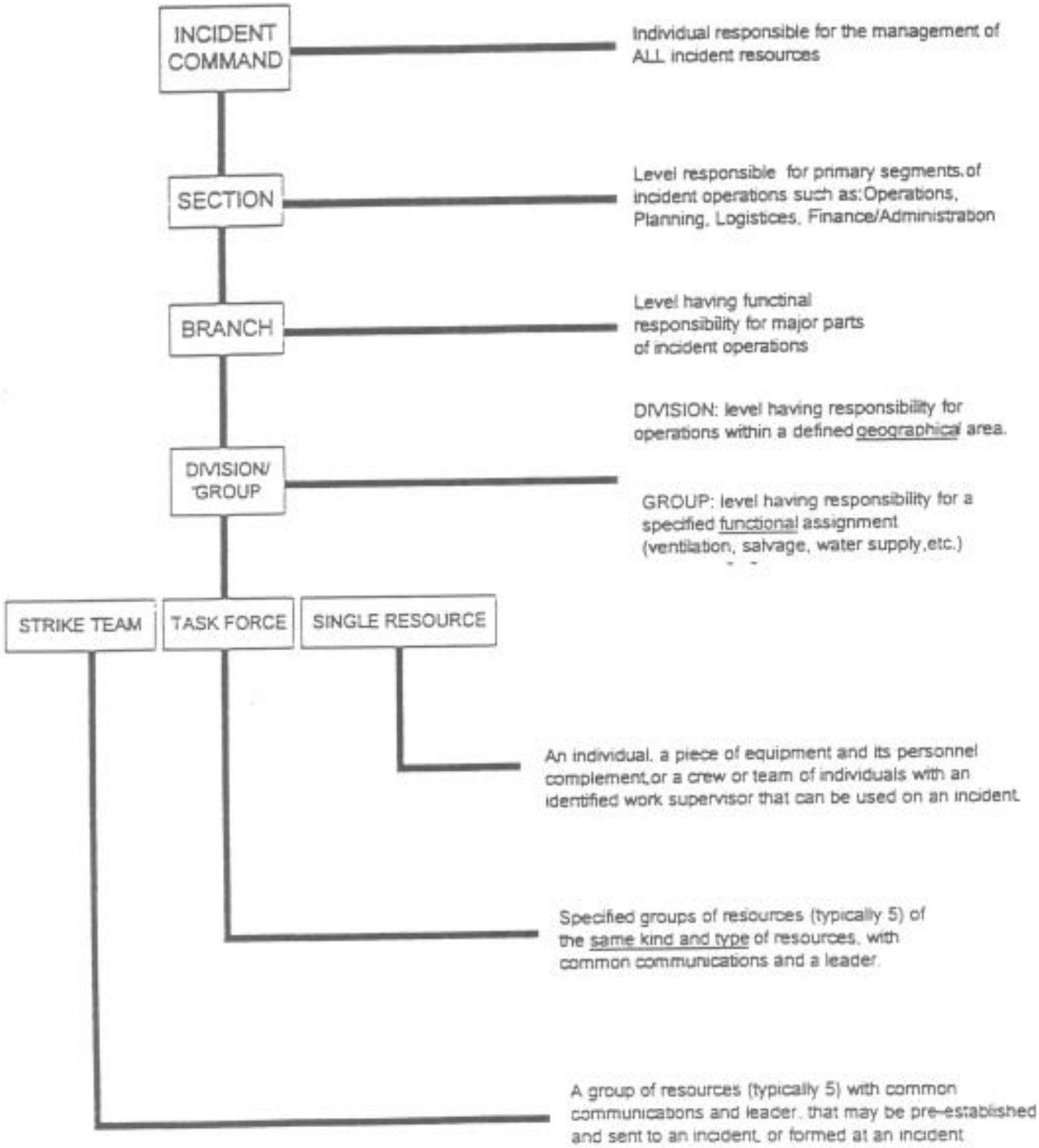
Obstacles Encountered: Provide explanation					
Coordination		Communication		Ineffective Equip. Use	
Equipment Failure		Inadequate Personnel		Too Many Personnel	
Safety		Staff Support		Other (Please Specify)	

INCIDENT COMMAND SYSTEM
ORGANIZATION CHART

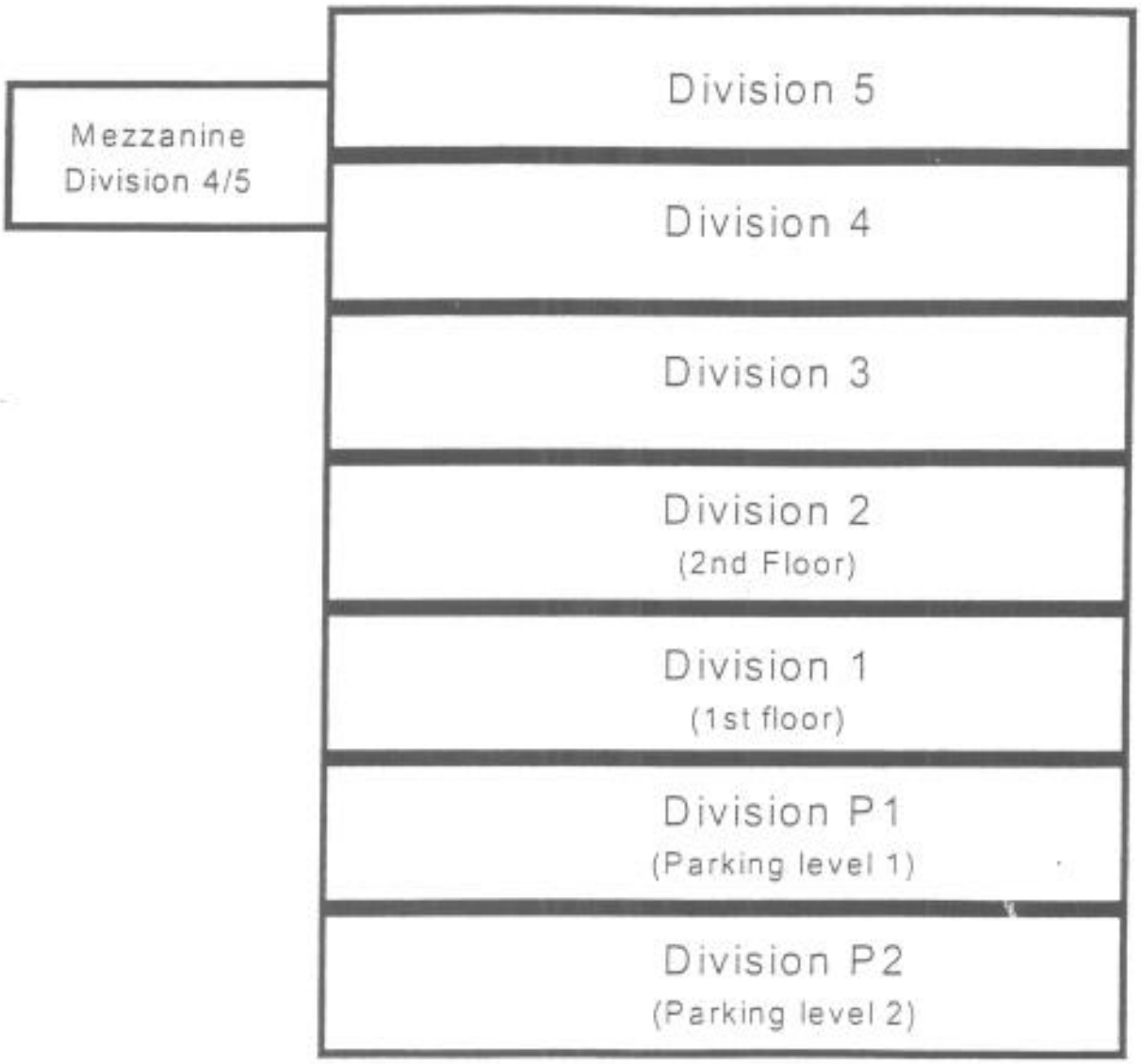


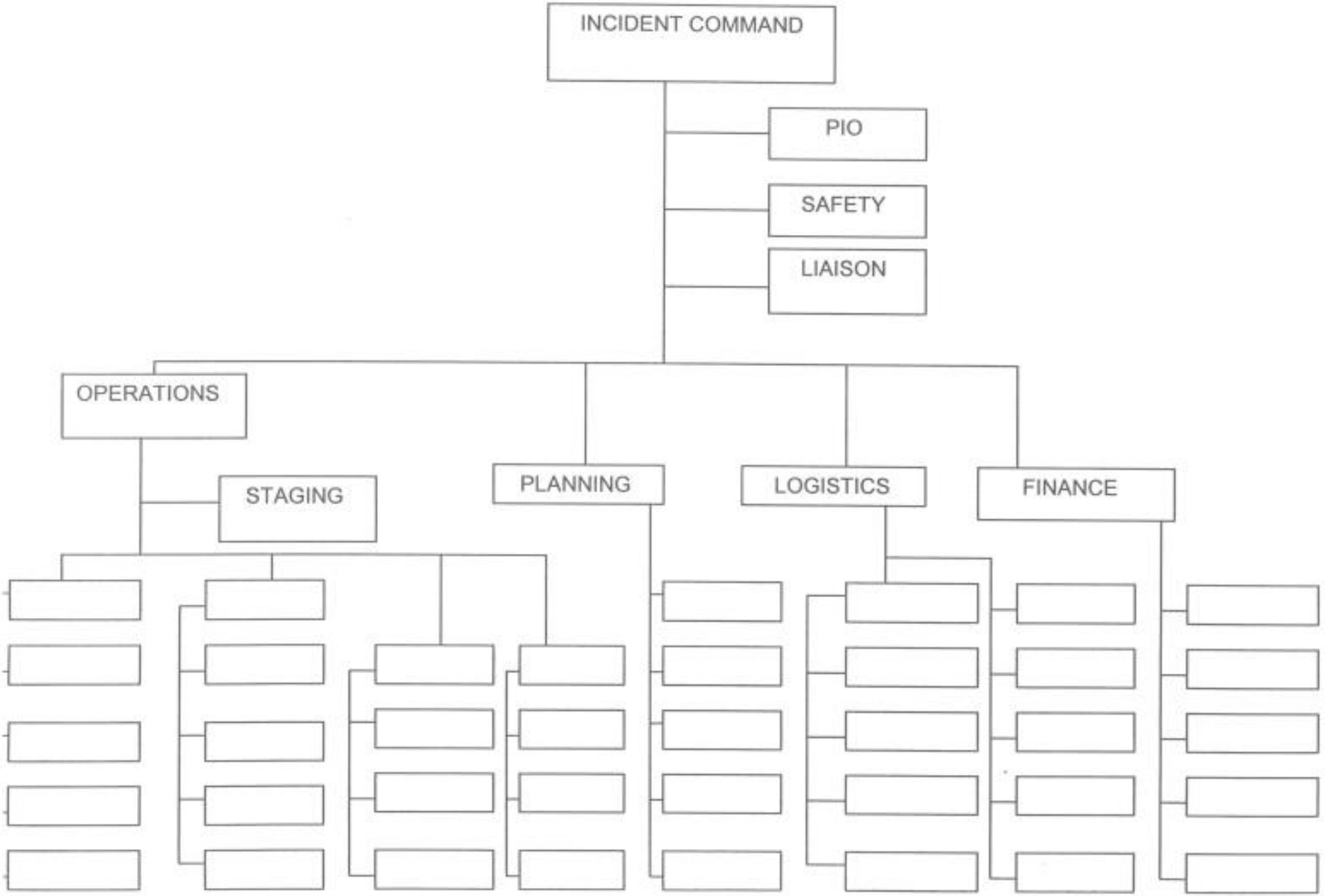
*May be assigned wherever their services are required.

INCIDENT COMMAND SYSTEM ORGANIZATIONAL HIERARCHY



MULTI-STORY DESIGNATION SYSTEM



When operating in a multi-story structure, it may be necessary to designate geographical locations by floor. This system of geographical designation uses the floor number, as shown above to designate Divisions. Divisions shall be numbered in accordance with the convention already established within the building. For example Floors designated as Floor 1 = "Division 1"; Parking level or P level 1 = "Division P1"; or Mezzanine level 4/5 = "Mezzanine Division 4/5."

INCIDENT MANAGEMENT SYSTEM
WORK SHEET