



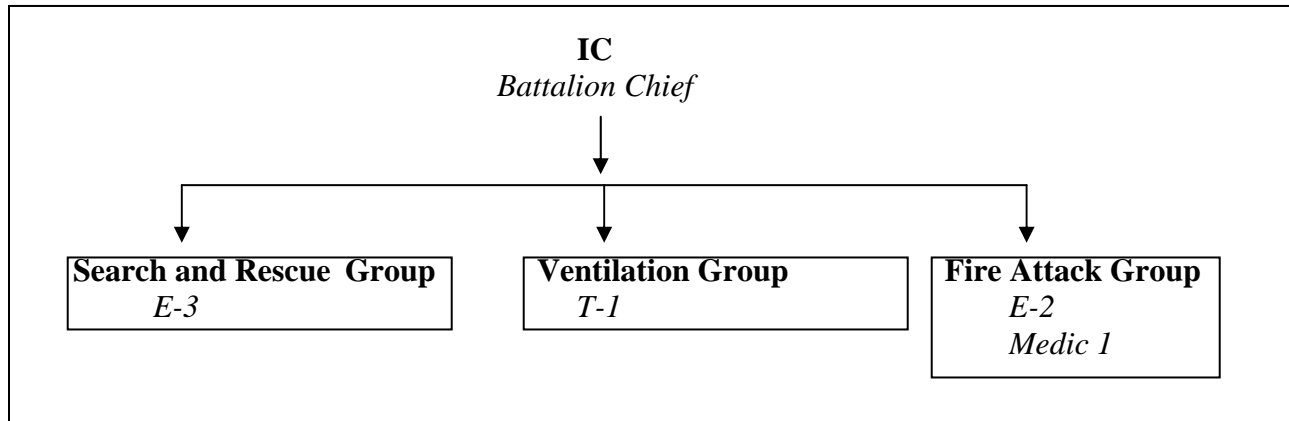
PURPOSE

This policy shall provide information on the practical implementation of NIMS objectives as they related to organizing incidents, maintaining span of control, and utilizing appropriate staff functions.

POLICY

NIMS Organizational Structure for Incident Operations

This NIMS Model shall be used to maintain an effective span of control and workload for all supervisory personnel. Below is an example of how a basic NIMS model may be used for the structural fire in a single family residence:



ICS organizational structure should be based on the management needs of the organization and should be developed on a proactive basis. Incident resource and management needs must be projected adequately ahead to allow for the reflex time of responding resources.

Command and other supervisory personnel should anticipate span-of-control problems. Subordinate management positions should be staffed to maintain an acceptable span-of-control between three and seven. This may necessitate requesting additional command officers to fill these overhead positions.

Groups and Divisions

Groups and divisions should be used to assign functional or geographic responsibility to an incident. When multiple resources are assigned to the same function or geographic area, one of the resources assigned to a group or division should be designated as the group or division supervisor. Groups and divisions shall be established to provide



Rogers Fire Department
Command
407 Command Structure and Span of Control
LAST REVISED: Mar 2009
Page 2 of 9



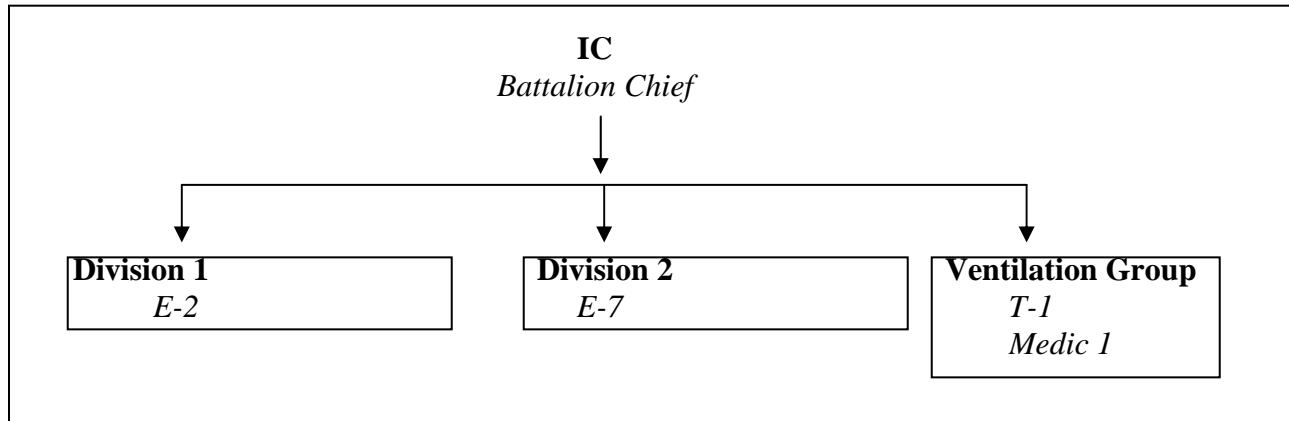
coordination and control of tactical operations. Groups are assigned functional assignments that occur in all locations on the incident scene such as:

- Fire Attack
- Search and Rescue
- Ventilation
- Overhaul
- Salvage
- Exposure
- Medical

Divisions are assigned geographic location in or around an incident and are responsible for all functions occurring in that area, unless a group is already assigned to perform a specific function. Typical divisions include:

- Division 1, 2, 3, etc (1st Floor, 2nd Floor, 3rd Floor, etc)
- Attic Division
- Basement Division
- Roof Division
- Division Alpha, Bravo, Charlie, Delta (Sides of a building)

Divisions and groups can be intermixed to appropriately manage an incident. For example, a three-story downtown building with fire on the 1st floor fire may have the following command structure:



In this example, Engine 2 and Engine 7 are responsible for all activities (fire attack, search and rescue, etc) occurring in their designated geographic area – except for Ventilation. Truck 1 and Medic 1 are assigned this function for the entire building as the “Ventilation Group”.

Complex fire situations soon exceed the capability of one officer to effectively manage the entire operation. Divisions and groups reduce the span of control of the overall



Rogers Fire Department
Command
407 Command Structure and Span of Control
LAST REVISED: Mar 2009
Page 3 of 9



command function to more manageably sized units. They allow Command to communicate principally with division or group supervisors, rather than fire companies, providing an effective ICS structure and fire ground organization.

When effective divisions and/or groups have been established, Command can concentrate on overall strategy and resource allocation. Each group and division supervisor is responsible for the tactical deployment of the resources at their disposal and for communicating needs and progress to Command. Command determines strategic objectives and assigns available resources to the group or division where they are most needed.

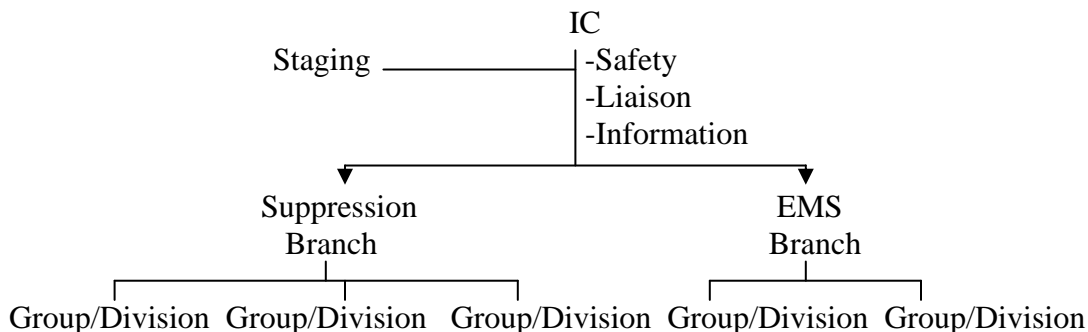
Group and division supervisors will be responsible for and in control of all assigned functions within their group or division. This requires each supervisor to:

- Monitor work progress
- Redirect activities as necessary
- Coordinate with related activities (ie: fire attack group coordinate with the ventilation group)
- Monitor welfare of assigned personnel
- Request additional resources as needed
- Communicate with Command as necessary

Branches

At large scale or complex incidents, the number of groups and/or divisions may create a significant span-of-control problem. When this occurs, consideration should be given to the implementation of Branches. Branches are also of great value when large numbers of resources are committed to a specific functional activity.

A Branch is an organizational level between groups/divisions and Command, Operations, or Logistics. A Branch is responsible for implementing the portion of the incident action plan appropriate for that particular Branch. Branches are managed by a Branch Director.





Rogers Fire Department
Command
407 Command Structure and Span of Control
LAST REVISED: Mar 2009
Page 4 of 9



Command Staff

At large scale or complex incidents, consideration may have to be given to the functions of safety, liaison, and information officers. These functions should be staffed when their demands begin to affect Command's ability to perform Command functions.

Safety Officer

This officer must monitor and assess the safety hazards and unsafe situations to develop measures for ensuring personnel safety. The Safety Officer has the authority to bypass the chain of command when it is necessary to correct unsafe acts immediately.

The Safety Officer's responsibilities are divided into two general areas:

1. Responsibilities assigned to Safety Procedures include:
 - A. Monitor condition of personnel for signs of exhaustion and effects of products of combustion or toxic materials.
 - B. Observe operations for proper observance of safety procedures and precautions by all personnel.
 - C. Assure proper use of protective clothing and equipment by all personnel in operating areas.
 - D. Observe general fire ground for unsafe or hazardous conditions and interact with Command Officers to take adequate precautions.

2. Responsibilities in the area of Technical Safety include:
 - A. Structural Safety: observation of structural conditions which could present a safety hazard, including interaction with Command.
 - B. Consultation with Command on handling of situations involving fire protection systems, mechanical equipment, collapsed structures and similar situations of a complex, technical nature.
 - C. Liaison with outside agencies and other city departments in situations involving unusual hazards.



Rogers Fire Department
Command
407 Command Structure and Span of Control
LAST REVISED: Mar 2009
Page 5 of 9



Personnel assigned to function as Safety Officer, recognizing a safety problem, must take appropriate action to cause its correction. The ability of the Safety Officer to “roam” at an incident increases his effectiveness over that of Command who must remain in a stationary position.

The command structure must be used to appropriately respond to a safety problem. The Safety Officer will communicate with Command and with functioning officers to deal with identified safety concerns.

When the urgency of the situation demands it, the Safety Officer has full authority to cause immediate action by direct order to any personnel or officer. The normal chain of command is used during less urgent situations.

Operating personnel receiving safety instructions from a Safety Officer shall immediately take appropriate action. Failure to comply will be subject to subsequent review and disciplinary action.

Command should implement the Safety Officer’s position when incident conditions or complexity would limit his ability to effectively handle both Command functions and Safety. If it is not delegated, Command retains responsibility for the position.

Liaison Officer

A Liaison Officer is the point of contact for assisting or coordinating agencies. This is essential to avoid duplication of efforts. Command may establish a liaison when other agencies are reporting to the scene or where Command cannot communicate with mutual aid personnel.

The Roles and Responsibilities of the Liaison Officer include:

1. Act as a point of contact or agency representative.
2. Maintain a list of assisting and cooperating agencies and agency representatives.
3. Assist in setting up and coordinating interagency contacts.
4. Monitor incident operations to identify current or potential inter-organizational problems.
5. Participate in planning meetings, provide current resource status, including limitations and capabilities of agency resources.



Rogers Fire Department
Command
407 Command Structure and Span of Control
LAST REVISED: Mar 2009
Page 6 of 9



6. Provide agency-specific demobilization information and requirements.

Public Information Officer

The Public Information Officer is responsible for interface with the media and other appropriate agencies. He must coordinate all releases of significant information with Command.

The roles and responsibilities of the Public Information Officer include:

1. Determine from Command any limits on the information to be released.
2. Develop information for use in media releases.
3. Obtain Command's approval of news releases.
4. Conduct periodic media briefings.
5. Arrange for tours and other interviews or briefings that may be required.
6. Monitor and forward media information useful in incident planning.
7. Make information available to incident personnel.
8. Participate in planning meetings.

General Staff Positions

General staff positions are only used at the most complex and large incidents. This is because over a hundred individual resources can be handled effectively before some General Staff positions are necessary. The responsibilities of each General Staff position are described below.

Operations Section Chief

The Operations Section is responsible for the direction and coordination of all incident tactical operations.

The roles and responsibilities of the operations Chief include:

1. Manage incident tactical priorities.



Rogers Fire Department
Command
407 Command Structure and Span of Control
LAST REVISED: Mar 2009
Page 7 of 9



2. Coordinate activities with Command.
3. Implement incident action plan.
4. Assign resources to tactical-level areas based on tactical objectives and priorities.
5. Build an effective organizational structure through the use of branches.
6. Provide tactical objectives for branches.
7. Control staging.
8. Provide for life safety.
9. Determine needs and request additional resources.
10. Consult with and inform other section chiefs and Command as needed.

Logistics Section Chief

The responsibilities of the Logistics Section include providing services and support to meet all incident or event needs. The specific responsibilities will include:

1. Provide medical aid for incident personnel and manage responder rehabilitation.
2. Providing and re-supplying all expendable supplies such as air, oxygen, medical supplies, foam, rehabilitation equipment and supplies, etc.
3. Providing and coordinating refueling and repair of apparatus.
4. Coordinate immediate critical incident stress debriefing functions.
5. Provide a communication plan and communications equipment.
6. Provide food and associated supplies.
7. Coordinate provision of specialized equipment or services required at the scene from other City departments or outside agencies and provide liaison as required.



Rogers Fire Department
Command
407 Command Structure and Span of Control
LAST REVISED: Mar 2009
Page 8 of 9



8. Forecast and obtain resource needs (coordinated with Planning).
9. Provide incident base/Command facilities.

It is the responsibility of Command to make an early determination of situations requiring the establishment of this section. Command may assign any individual or company to establish a Logistics Section. If not delegated, the responsibility remains with Command.

Planning Section Chief

The Planning Section is responsible for collecting and evaluating incident situation information, preparing situation status reports, displaying situation information, maintaining status of resources, developing an incident action plan, and preparing incident-related documentation.

The roles and responsibilities of the Planning Chief include:

1. Evaluate current strategy and plan with Command.
2. Maintain resource status and personnel accountability.
3. Refine and recommend any needed changes to the incident action plan with input from Operations Chief.
4. Evaluate the incident organization and span of control.
5. Forecast possible incident outcomes.
6. Use technical assistance as needed.
7. Evaluate tactical priorities, specific critical factors, and safety.
8. Gather, update, improve, and manage situation status with a standard systematic approach.
9. Coordinate with any needed outside agencies for planning needs.
10. Plan for incident demobilization.
11. Maintain incident records.



Rogers Fire Department
Command
407 Command Structure and Span of Control
LAST REVISED: Mar 2009
Page 9 of 9



Finance Section Chief

The Finance/Administrative Section is responsible for monitoring incident-related costs and administering procurement contacts.

The roles and responsibilities of the Finance Chief include:

1. Procuring of services and supplies from source within and outside the emergency organization or government structure, as requested by Command, in coordination with logistics.
2. Document all financial costs of the incident.
3. Documentation for possible cost recovery for services and supplies.
4. Analyze and manage legal risks for incidents.
5. Documentation for compensation and claims for injury.