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ALBEMARLE COUNTY FIRE AND EMERGENCY MEDICAL SERVICES BOARD AGENDA

Wednesday, February 23, 2022 | 1800 Hours | Zoom Virtual Meeting

Agenda Item	Name
I. Call to Order A. Ordinance No. 20-A(14) Reading B. Attendance i. Fire EMS Board ii. Attendees C. Moment of Silence D. From the Board: Matters Not Listed on the Agenda E. From the Public: Matters Not Listed on the Agenda	 K. Alibertis
II. Approval of Consent Agenda A. January 26, 2022 Minutes B. February 9, 2022 Minutes	 K. Alibertis
III. Committee updates - A. Executive Committee B. Training Committee C. Operations Committee D. Recruitment & Retention E. Quartermaster F. Apparatus Committee	 See Attachment See Attachment No Meeting See Attachment No Meeting No Meeting
IV. Unfinished Business – A. Engine Specs	 D. Eggleston
V. New Business – A. Command Manual B. ISO Assessment C. CAD Mobile D. Smoke Alarms	 D. Puckett D. Puckett D. Puckett S. Maddox

ALBEMARLE COUNTY FIRE/EMS BOARD
FEMS BOARD MEETING
VIRTUAL MEETING
WEDNESDAY, JANUARY 26, 2022– 1800 HOURS

A virtual meeting of the Albemarle County Fire/EMS Board was held on Wednesday, January 26, 2022, at 1800 hours via Zoom.

The following members were in attendance:
Dan Eggleston, Albemarle County Fire Rescue
Virginia Leavell, Charlottesville/Albemarle Rescue Squad
Will Schmertzler, Crozet Volunteer Fire Department
Dwayne Williams, East Rivanna Volunteer Fire Company
George Stephens, North Garden Volunteer Fire Company
Michael Grandstaff, Scottsville Volunteer Fire Department
Dennis Hahn, Seminole Trail Volunteer Fire Department
Cara Metcalf, Stony Point Volunteer Fire Company
Kostas Alibertis, Western Albemarle Rescue Squad

Others in attendance:
Heather Childress, Albemarle County Fire Rescue
Christina Davis, Albemarle County Fire Rescue
Gary Dillon, Crozet Volunteer Fire Department
Nicole Jones, Albemarle County IT Department
Dustin Lang, Stony Point Volunteer Fire Company
Greg McFadyen, Seminole Trail Volunteer Fire Department
Alyssa Mezzoni, Albemarle County Fire Rescue
John Oprandy, Albemarle County Fire Rescue
Kathryne Presson, North Garden Volunteer Fire Company
David Puckett, Albemarle County Fire Rescue
Sonny Saxton, ECC
Jason Tetterton, East Rivanna Volunteer Fire Company
Chip Walker, Albemarle County Fire Rescue
Doug Walker, Albemarle Assistant County Administrator

I. Call to Order

Chief Alibertis called the meeting to order at 1800 hrs.

Meeting Statement

Chief Alibertis read the following statement: “This meeting is being held pursuant to and in compliance with Ordinance No. 20-A(14), ‘An Ordinance to Ensure the Continuity of Government During the COVID-19 Disaster.’ The opportunities for the public to access and participate in the electronic meeting are posted on the Albemarle County website at www.acfirerescue.org under the Fire Rescue and EMS Board section.”

Ms. Davis identified all who were attending the virtual meeting.

A. Moment of Silence
Attendees observed a moment of silence.

B. From the Board: Matters Not Listed on the Agenda
Chief Oprandy stated that he had something to add at the end of the meeting related to smoke alarms.

Chief Tetterton stated that Dwayne Williams was appearing as “Admin” but was in attendance at the meeting.

C. From the Public: Matters Not Listed on the Agenda
There were none.

II. Approval of Consent Agenda

MOTION: Chief Hahn moved to approve the Consent Agenda. Chief Stephens seconded the motion, which passed 7-0.

III. Committee Updates

A. Executive Committee
B. Training Committee
C. Operations Committee
D. Recruitment & Retention
E. Quartermaster
F. Apparatus Committee

Chief Alibertis reported that the Operations Committee and Apparatus Committee had met, and minutes from those were attached.

Chief Puckett noted that the agenda says there was no Operations Committee meeting, but they did meet and those minutes are attached. He said that he wanted to draw attention to the command manual—or command portion of the FOG—which has been recommended to go to the Executive Committee, and that document is included in the packet along with the minutes. He encouraged everyone to start reviewing that, as it is a fairly lengthy document. He stated that the first three sections were the core daily aspects, and the fourth section addresses NIMS and ICS in general terms and is more background or supporting information for the other parts.

IV. Unfinished Business

A. Dispatch Protocol (Pro/QA)
Chief Puckett stated that he has heard from numerous stations and his own staff about concerns with the new protocols and uncertainty around the call type versus what

they're finding. He emphasized that this is a significant change for the system on the call-taker side as well as the responder side, so they are still working through the learning curves. He said the good news is that there is a structured, consistent call-taking protocol, which helps as they get feedback and make adjustments, such as addressing it through training, call-mapping solutions, information relay, etc.

Chief Puckett commented that a lot of the feedback he is receiving is fairly generic in nature—anecdotal without specific calls or incidents noted—which makes it hard to find out where the actual issue is. He noted that ECC Director Sonny Saxon was in this meeting and would provide more information about the feedback process and what the group was trying to do to work through some of those concerns.

ECC Director Sonny Saxon stated that in years of working in the field, he has learned that they have to start with why they are doing what they're doing—and the consistency and structure in the call-taking process is the "why" for using a new tool. He said that it's important that the stations hear from him about whether or not they are meeting the goals, with shorter training time being an additional aspect. He stated that once they have a structured setup and protocols for interactions with those calling in for help, and next actions for dispatching units, having an international standard that everyone understands clearly allows training time to be significantly reduced.

Mr. Saxon noted that this is extremely important because they are facing the same staffing issues as everyone else, so he has to do what's best to maximize that training time. He added that the adherence to international standards is a big deal and no small task, and one of the goals to the program is aligning with those.

Mr. Saxon reported that they are about six weeks in, and they have feedback coming in from the field, with about 33 feedback forms received thus far. He said that these are hard copies, and this is a bit of an archaic process at the moment. Mr. Saxon stated that they investigated it and try to find opportunities for improvement, then share feedback. He reported that about a third of those were early on and front-loaded, with training opportunities identified for their team. He said there were also several processes they might be able to do better—including making this an electronic process—so they plan to have call capability and website functionality by the end of this week, with a Google form-type of response.

Mr. Saxon explained that one of the opportunities they are trying to focus on was being dispatched for one situation and then arriving and having it be something else. He said that this indicates that there's something in the process that needs to be addressed, and this intends to provide an easy feedback loop. He noted that they have an in-depth quality improvement process that involves them listening to the call/interrogation and see if it follows protocol. He stated that if it follows protocol but still isn't what they expect as responders, they would need to change it.

Mr. Saxon stated that the feedback loop goes back to the International Academy of Emergency Dispatch to refine the protocol and gets exercised daily with calls

internationally, so there are a lot of refinement processes. He noted that he chaired one of the International Academy committees for a component of the protocol system, and the feedback may say that the dispatcher followed the proper process and asked all the right questions—but didn't get to the heart of the matter. He said that they are trying to improve the ECC system locally but are also trying to improve the protocol set altogether and ensure that it's effective.

Mr. Saxon stated that the Pro/QA system is the toolset used to do this protocol, but the important part is that communications officers have significant experience—some with as much as 15-20 years—and have had additional training. He said when they are listening to a caller and interrogating the, they arrive at a "determinant" code, or dispatch code, and that is buried in the call notes. He stated that they are trying to improve the toolset to bring that code more to the forefront and make it part of Active 911 (soon to be Pulse Pont), mobile CAD, etc. He said that becomes an easily accessible thing and is not just the code but the description after the code, such as 10 Delta 1 means high-priority chest pain. He emphasized that he wants to make sure responders have as much information derived out of that as possible.

Mr. Saxon stated that they are trying to find the balance between too much information in the call notes and not enough, but his observation is that they need to take the dispatch code and the text with it and move it up to the top so that becomes the headline of what they're dispatching. He explained that when they go to map the highly precise dispatch codes (over 1,000 of them), there are only a small number with CAD, so they are funneling them and generalizing them into an event type. He stated that they want it to be that highly accurate dispatch point and what responders see on their devices when they are rolling out to respond to calls.

Mr. Saxon stated that they have some mock-up comments and have the CAD engineers and Pro/QA people working on it and are reformatting those, with examples to be sent out. He said that they don't have a ton of options but have some that have worked for other departments, big cities, regions, rural areas, etc. He said they would let ACFR know what the options are and could explore having more as needed. He added that they learn from all feedback and encourage the stations to continue providing that.

Chief Alibertis mentioned that he often screenshots calls and forwards them, and he asked if that was helpful and if there were a way to incorporate that into a submission. He stated that he has not submitted much because it has been somewhat onerous—so anything they can do to make it easier would likely generate more feedback.

Mr. Saxon responded that he would love to do images and would ask the IT team if it's possible. He emphasized that he did not want the tool to be a hindrance, and a snapshot would probably work, but dispatchers needed to know exactly what was going on. Mr. Saxon said that some of the personnel they dispatch for think they know, because it's obvious to them, but there is likely a different responder in a different group that disagrees—so they have to home in on what that is. He added that they currently

have thousands of dispatch codes funneling into 30 instant codes, and that matching isn't right.

Mr. Saxon noted that phase two was in the field, and phase one was what they had done in the call center. He said that he would love to have a screenshot and would check with the team.

Chief Alibertis said that even a mailbox or phone number would be helpful because it can be sent immediately.

Mr. Saxon responded that could likely happen, but the form was super-easy.

Chief Stephens stated that he had also been providing screenshots and had been funneling everything through Chief Puckett. Chief Stephens said that his main priorities were for the information to be accurate, and he has been less than impressed with what he has been seeing. He stated that they have discussed previously the goal of minimizing radio traffic, and he felt that this has gone in the opposite direction.

Mr. Saxon replied that he appreciated that feedback and had noted it. He stated that his job was to try to learn from every case, and one thing they find is that a precise dispatch code is not mapped identical in CAD—which may say something different than what the call notes read, and not everyone even has time to read the notes. He stressed that they need to get that precise dispatch code into the headline, and he hears repeatedly that there is a disconnect because it is not above the fold.

Chief Stephens stated that the most concerning one he had seen said "active shooter," but really there were "trees down." He noted that it could have been a dispatch error.

Mr. Saxon responded that this sounded just like a mistake, and what he was referring to with the coding related to things that were right next to each other in the system, such as something with smoke in the building not being a structure fire. He noted that they have procedural safeguards that try to catch those clerical errors, but they still happen, and he encouraged the stations to keep providing feedback.

Chief Hahn commented that the structure fire button is the easy button, and several days ago, they had a call for "smoke in a structure" and only got a two-engine response—even though the building was filled with smoke.

Mr. Saxon said they were still working through that, and it initially was a mistake in the process. He stated that he needed to differentiate between the protocol being right and following it to a T, or not following it and having a training need; or a clerical error and someone hitting the wrong button, which happens with technology. He encouraged the stations to look in the comments and see if it's the right type of incident they're going to—and if the dispatch radioed and the mobile CAD headline don't correlate, that's a different problem.

Mr. Saxon stated that they have been working closely with the International Academy and reviewed this today with the Dispatch Review Committee, which includes representatives from all the disciplines they dispatch for. He said that they shared some quality assurance data that showed they were well on the way to meeting the goals he had mentioned in the beginning of his presentation, and he thanked Fire and EMS personnel for their involvement and feedback.

Chief Leavell thanked him and commented that CARS appreciated the changes in getting things to the top and the overall increase in depth of information, adding that they are grateful for what they are doing.

Mr. Saxon stated that they have received a lot of positive feedback on the information increase, but he realized there was still more work to do.

B. Image Trend Restructure

Chief Puckett stated that they were restructuring the Image Trend software to "flatten it," and EMS calls are all handled by their own agency within Image Trend, so they are trying to report out of the same place—which would make the reporting and data more consistent. He said that they have been doing a lot of work in the background on this process, including "mini-NFIRS," so if they are running an EMS-only call, they can fill out a few extra fields and it will autocomplete the NFIRS and the primary incident. He noted that they are targeting March 1 as the go-live date for that change, and several things have to happen before then, which Chief Lambert would address.

Chief Lambert provided a one-page flowchart with what to anticipate with the flattening. He explained that high-level incidents are currently tabulated in one database, with EMS incidents tabulated in another, and flattening brings everything into a single database. He stated that there were a few changes that would affect all users, which vary depending on how they originate patient reports, but that's where the primary changes are. He noted that there are no changes on the NIFR side.

Chief Lambert stated that about half of users probably originate patient care reports (PCRs) using the elite field, which is the run-form version; half use the web version. He said that the main change is that all PCRs must originate from the field version. He said that they were just entering a different door, per se, and the PCR itself had minimal changes—but they way you accessed it was from a different user interface on the front end. He stated that aside from the user interface, the experience is primarily the same. He said that if you run a dual-discipline call, there are minimal changes that happen to delineate what the agency number is; currently, when you originate a PCR, it knows your agency number; in a singular database now, they have to put in a user-selectable field so they can choose their agency in the PCR.

Chief Lambert reported that the next change is that you must tell the PCR if it's a single discipline or a dual-discipline call because the system doesn't have the ability to notice that from a logic perspective. He said that is a singular button, which is used to control the visibility of the mini-NIFR field; if you run a dual-discipline call, a fire truck and

ambulance go together, and if you click those two buttons, the user experience is exactly the same in the PCR. He noted that the only changes affect County transport units—inclusive of WARS and Albemarle County, but not the City and therefore not CARS. He said if stations run an EMS call by themselves, a panel would pop up that takes the user to the mini-NFIRS form, with about eight fields that need to be filled out. He noted that none are overly complex, but the property type may require some education, as it is classifying something as a single-family residence or nursing home facility. He stated that NIMS has its definition of those call classifications, and NFIRS has a different selection criteria—and that must be normalized since it is going into a single database.

Chief Lambert stated that there are eight fields, with only two of those requiring knowledge and the rest being fairly straightforward. He said that the goal is to minimize the number of clicks and make this process as seamless as possible. He noted that he has reached out to some of the stakeholders that do a lot more of the transports internally, such as Patrick Watson at WARS, and he also plans to set up opportunities for people to participate in run-form changes. He offered to answer questions.

Chief Stephens asked about first response agencies.

Chief Lambert responded that a first response agency by default is running a dual-discipline call because you wouldn't run an EMS call without an ambulance coming as well. He said that aside from at the station, the door that you opened to get to the PCR (field version versus web version) uses a different address and has a slightly different user interface—but once they entered the PCR, their process would be exactly the same as it is now. He noted that the primary changes would be EMS-only calls, which would hit the ACFR and Western transport units when they run a call without a fire truck.

Chief Stephens asked about the same situation when dealing with an MVA with unknown injury, as it depends on the call type how it's dispatched—but they still have to enter a call. He asked if it would be a single entry, even though they had to fill out a PCR when there was not an injury.

Chief Lambert responded that they would continue to fill out a PCR if they currently do so, and that is driven by the Office of EMS; if they are no stated injuries, they are not required to fill out a PCR.

Chief Stephens acknowledged that it depended on how it is dispatched, and he thanked him for the response.

Chief Grandstaff asked how they accessed their particular database of calls if it was all added together to do their QAQI and review their own calls without everyone else being able to see those calls.

Chief Lambert responded that he would get to that momentarily, but the short answer is

they have a mechanism that allowed agencies to identify CQI users that allowed them to access and do quality assurance reviews of EMS calls for their individual stations. He noted that the process in which the QA is done might be slightly different, with a whole separate module in Image Trend—called CQI functionality—that they would be leveraging. He said they wanted to be HIPPA compliant and not give people access to all patient reports, which would be driven by permissions in the database, and stations would be able to define the call reviewers, with functionality under the CQI module where they can view all EMS incidents and do the same review as done currently.

Chief Grandstaff stated that Scottsville currently does not use CQI to do their QAQI and has an independent process.

Chief Lambert responded that a lot of folks are probably accessing patient care reports straight from the incident lists, and this makes changes in that case that realistically may not be the best practice but are nonetheless functional. He added that when all calls are in a singular database, they must identify a mechanism that restricts people from not being able to access calls that they're not responsible for. He said the new system will allow access to the PCR if you run a call; if you are identified as a station-level reviewer of an EMS incident for your agency number, you can access all calls through CQI functionality, including interacting with providers and making changes through that mechanism. He noted that there will be a slight learning curve for those who don't use CQI, but the alternative is violating HIPPA laws and giving access to every PCR—which would not likely pass the annual HIPPA audit.

Chief Grandstaff said if he was the overall final reviewer and needed to go in and make a change to a report that he had spoken with a provider about, it sounded like he wouldn't be able to open that PCR to make a change.

Chief Lambert explained that the way the PCR functionality currently works means that is true. He said they are working with Image Trend because some CQI processes have the person doing the review go in and make the full change to the PCR; Image Trend is not currently set up that way because it is not HIPPA compliant if you didn't actually run the call, per regulations that state you are not supposed to make changes to a PCR. He said that he says this only to point out that the way Image Trend is structured is not set up for CQI functionality. He noted that they have done that historically with permissions, but that may be one of the impacts that has to change if they can't get Image Trend to help them with a workaround.

Chief Alibertis commented that they could revert the call to one of the responders who was on the call—and they should be able to go in and update it.

Chief Lambert confirmed that and said that most anyone on a call can go in and make the change, which is how the CQI functionality happens: if a reviewer something that needs a change, they can highlight what needs to change using the Image Trend system and alert the end user that a change needs to happen. Then the person responsible for the call report goes in and makes the change, which is exactly how the

functionality within Image Trend works—but it would be a change for agencies using a web-based version and those having someone go in and make the changes. He emphasized that to be transparent, he did not see that changing because he did not believe Image Trend would change its structure to do a process that wasn't allowed by HIPPA or OEMS regulations.

Chief Grandstaff clarified that he wasn't talking about going in and changing someone else's report; he was talking about reviewing the report with them sitting there and making changes while through it. He asked if that was not going to be allowed anymore.

Chief Lambert confirmed that this would not be allowed unless he was logged in as the end user, because the database would not allow them to access the report unless they were physically on the call, per the Image Trend hierarchy.

Chief Grandstaff asked if they chose not to use this and just used the version of ESO, whether they would still be state compliant.

Chief Lambert responded that if they are using the ESO version for CQI, everything he just referred to in terms of call reports was accurate. He said the only thing changing at that point would be PCR data once it was posted to the state—and that would be between the station and the state agency, not between ACFR as an agency. He said if they were allowing initial changes on Image Trend and doing CQI compliance using ESO and making the changes at that level, the process would be able to continue.

Chief Puckett pointed out that this would create two different PCRs, and from a legal or liability standpoint, if they were pulled into court, there would be two different discoverable documents.

Chief Grandstaff clarified that what he meant was to not use Image Trend at all to create EMS reports and just use ESO.

Chief Puckett responded that they would be state compliant, but he wasn't sure about County requirements for incident reporting.

Chief Grandstaff commented that he didn't know there was a County requirement for EMS incident reporting.

Chief Puckett said he would go back through the ordinance, but he believed there were County requirements for EMS, fire, or any other incidents run in the County.

Chief Lambert stated that if they have points of contact at stations who needed tech information, he was happy to work with them, as well as offering self-guided videos etc. He reiterated that this is not a major change, just a change in some workflows.

Chief Stephens asked when this would take place.

Chief Lambert responded that Chief Puckett has a tentative date of trying to make March 1 work, which may or may not be realistic moving forward. He added that his current plan of making changes, setting up training, and distributing information on the changes occurring was based on a March 1 implementation—with adjustments to be made based on additional needs and obstacles along the way.

Chief Alibertis asked if there would be a training tool for this.

Chief Lambert confirmed this and said he would distribute it as widely as possible, with sessions set up wherein people can log in virtually and have more interaction, including specific questions answered. He said these would be available at different timeframes, depending on what the committee feels is pertinent, and his primary approach is to make user tutorial videos that people can watch at their own discretion.

Chief Puckett said he would also send out an email asking that each station identify a "super user," so ACFR can touch base with them in a specific way regarding process going forward, before they get into any training.

Chief Alibertis agreed that this seemed reasonable.

C. First Due Software

Chief Puckett reported that he didn't have a lot of information but the contract was in place and they are setting up the mobile response, with CAD information going to them and having them parse that out—very similar to what is done with Active 911. He noted that ACFR's Active 911 account expires March 17, and the goal is to move over to First Due by then, but they have confirmed with Active 911 that they allow for as little as a three-month extension. He said that a number of agencies have their own accounts, and he encouraged them to determine what their expiration/contract renewal date is, so they can figure out whether they need to renew, extend, or stop Active 911. He added that they don't intend for multiple products for the same thing.

Chief Puckett said that once they get through that, they will eventually move on to the preplanning, apparatus checks, and work order scheduling—which was supposed to be at the very end but got pushed up primarily because Telestaff got hacked and they had to have something in place. He added that the good news is that this will help them in the long run, but they will likely have to bring things on one station at a time to figure out work rules and how to set things up.

Chief Puckett stated that to get people loaded into First Due, they must have an email address for each account, so he and Ms. Davis would send out the roster they were working on and add a column for email addresses so that people can be added to the system. He said that he hoped they would at least have the call notification process going by early March, but it would likely take longer to get the other aspects going.

Chief Stephens asked if it made a difference with device types: Android or iPhone.

Chief Puckett responded that it did not, and people would be able to download it from whatever app store they use and use their login credentials to log in.

Chief Grandstaff asked if this allowed multiple logins, as with different devices.

Chief Puckett confirmed that it did.

Ms. Davis said there was a question on chat that asked when First Due would be launched.

Chief Puckett responded that it would be by early March, but it was too early to pin that date down. He said that to make that happen, he had to get all the rosters in, get email addresses, import everyone into the system, and provide some initial training on how to access and navigate the system.

Ms. Davis said that Chief Dylan was also asking if agencies will manage their own personnel or would have to work through ACFR.

Chief Puckett responded that the answer had not been determined yet, but the way it was set up currently, everything was either open or not open. He said they were working with First Due to see if there was a way to segregate by station—but currently that did not exist. He said there were some areas that would allow for autonomy to add personnel to the system, but as you get deeper into setup, users may have to go through ACFR, and they may end up identifying something like a super-user instead of rolling out all access to all users.

Ms. Davis said that Chief Dylan asked if there was a chat features to allow duty crews to communicate with each other, like Active 911.

Chief Puckett responded that it did have a chat feature, and you can set up specific chat groups that are limited to whomever is selected. He said that he had not really tested that feature, but he does know that it exists.

Chief Alibertis stated that agencies send Active 911 messages to the whole group, and he asked if that was through the chat feature.

Chief Puckett replied that he did not know all the functions, but there is a chat feature that can be set up for specific groups, and they can identify who will be part of the group. He said there is also a messaging option, and he wasn’t sure which would meet those needs better.

Chief Alibertis stated that it would be helpful to continue to have an agency-wide messaging feature, and he asked Chief Puckett to inquire about it.

Chief Puckett confirmed that it definitely exists, and there may be multiple ways to do

that—so they need to determine which best suits the workflow. He confirmed that they did not have to send those out to everyone in the system.

V. New Business

A. Engine Specifications

Chief Walker stated that the Apparatus Committee had reconvened in the fall, and they talked about task out and tasks moving forward; they felt it was prudent to look at specifications every five years to ensure that they were keeping up with technology, innovation, and all other aspects—good or bad. He said that they had low attendance in the meeting, so Chief Stephens suggested that they bring something back to the full FEMS Board for discussion: changing a specific specification to save some funds.

Chief Walker reported that they have seen a 68% increase in the cost of apparatus since 2018 and they tried to mitigate costs with the last pumper purchased by ACFR by switching to a different cab and chassis. He stated that they continue to experience drastic increases in the costs themselves.

Chief Walker stated that at the initial meeting, they talked about compressed air foam; at subsequent meetings, they talked about other potential areas such as a generator and a light tower. He noted that these were areas where they could save initial costs plus ongoing costs such as maintenance, and there wouldn't be much of an impact to service delivery, given advances in technology.

Chief Walker stated that with compressed air foam (CAFS), there were mixed opinions and uses across the stations, as well as a CAFS NIST study recently that said there was no discernable difference—with the effectiveness of water versus CAFS being similar. He said that it perhaps does not have as much return on investment as what was posed, but he wanted to bring it to the larger group for discussion. He noted that the savings level would be $30K-40K on an apparatus, plus associated items such as an automated tank fill, estimated at $3K. He said that perhaps they could change this from required to optional in specs.

Chief walker stated that they all agreed that they wanted to maintain a foam system.

Chief Walker said that the generator discussion came up, and with all the advancements in apparatus scene lighting, a lot of the equipment, extrication tools, fans, and portable scene lighting could be accommodated with the smallest generator available, going to about 3.6kw. He stated that the cost savings for removal of the generator and components was as much as $15K.

Chief Walker stated that the current specification says they shall be capable of producing 10% above the maximum load calculation provided by the manufacturer. He said that one positive change that could be considered would be something to the effect of the ability of providing backup power to battery-operated equipment—either with an onboard generator, power inverter, or small portable inverter/generator.

Chief Walker stated that the last item discussed was a light tower, and with advancements in 12-volt scene lighting, they experience lots of maintenance and repairs after the fact. He said the cost savings for removing the light tower and components was estimated at as much as $17K—but the vendor informed him today that it was closer to the $23K range. He stated that one consideration would be to change it to optional, and if individual stations felt strongly about it, they could certainly add that on to their units.

Chief Walker concluded by stating that those were savings on the front end and in terms of maintenance, should the group consider them going forward.

Chief Stephens asked if the “optional” is funded by the station or by the County.

Chief Walker responded that it was based off of the County baseline spec, so if they wanted a bigger engine, for example, that would be funded through the station.

Chief Grandstaff said that he understood the light tower and generator, but his operators are trained to use CAFS on everything burning—and he would have issues with losing that.

Chief Walker responded that the County is “consistently inconsistent,” and some stations swear by it but some never turn it on. He said they are trying to find a balance but still be good stewards of taxpayer dollars.

Chief Grandstaff commented that $40K would be a big hit on his station’s budget just to keep something they’ve had since 2004.

Chief Stephens agreed, stating that it makes a difference if there is a hydrant sitting on the corner or a source three miles away at a lake—which makes a difference when you’re waiting for a tanker.

Chief Eggleston said that it was beneficial to look at the price increase, and this pertained to the dramatic increase in engine costs—with these items being what the committee had suggested for potential cuts to bring the prices more in line. He added that ACFR is “way north” of what other localities are paying for engines, so they need to be sure they are good stewards of taxpayer money.

Chief Hahn stated that he agreed with that, but this was a mandate set forth when they first did it that every station would have at least one CAFS pumper.

Chief Eggleston said they made that decision a while ago, and they were in line with what Montgomery County, MD were doing—and they also convinced [inaudible] that the study be done. He said that because of that study coming out and saying it didn’t have an effect on the fire, that county chose to drop CAFS. He stated that this was a pretty substantial decision, but they need to let data and science drive decisions on additions

to engines. He emphasized that they can't keep absorbing the cost increases, and they would bump up against a million soon.

Chief Hahn stated that there may be some other options if departments went with foam application for Class A, and he suggested perhaps putting a Husky foam system on a truck.

Chief Walker stated that he advocated for keeping a foam system on a truck, and the spec as it was written said it should be capable of producing 12 gallons per minute of foam—which is what the Husky 12 does. He stated that the cost savings comes with the air compression, piping, manifolds, and maintenance.

Chief Hahn noted that it was 2007, because 81, 112, and 62 all came with some first CAFS engine.

Chief Walker said it was Crozet too.

Chief Grandstaff said that Engine 72 was the second one, and it's a 2004.

Chief Hahn stated that with the generator and light tower, he fought that with 83 but his committee wanted it—so instead of the big 17-foot air-operated tower before, they just did a night scan with two LED heads that gave the same lumens as the four-head older light tower was doing, and that was a third of the cost.

Chief Walker emphasized that there have been a lot of advancements that allow them to accomplish a lot of what they're doing with existing 12-volt lighting. He said that before putting an onboard generator, they could buy a small gas-powered Honda and set it in a rear compartment. He commented that he doubted it would get used, because other than running the light tower on the County engines, they seldom fire the generator up because everything now is battery operated.

Chief Hahn said the fans only run for 45 minutes with extended use, and he did not know that an inverter would do that. He added that you can get a 12 volt even some of the portable lighting, if they are on the scene for more than four or five hours, they could buy a corded pack to go on them—because stuff would go dead with long incidents. He noted that he wasn't in favor of the inverter, but the generator would work fine for everything they do.

Chief Schmertzler asked if the cost increases were in the CAFS system and generator or in the other areas of the truck, like the steel.

Chief Walker responded that they typically plan for about a 3% increase, and Pierce has another increase coming on February 1; last year, they had three increases equaling 9-10%. He said that his calculations of normal inflation show a 45% increase over a 15-year timespan; and it's in the 68% range now versus that 45%. He stated that like everything else, it's blamed on the cost of steel and supplies, workforce, COVID, etc. he

added that he was seeing it across different areas, such as ambulances and turnout gear, and they need to find a way to stop the hemorrhaging.

Chief Schmertzler asked if they had looked at other manufacturers besides Pierce.

Chief Walker responded that his opinion with the fleet and local repair facility, he felt they could potentially save some funds on the front end, but it would cost them on the back end. He said that years ago, they had to drive trucks to Manassas to get them worked on, and this would be a very difficult pill to swallow.

Chief Eggleston stated that they looked at the other localities that were using Pierce, and they were much less than what ACFR was paying for an engine. He said that changing vendors might save some money, but as Chief Walker said, they would make that up on the back end with maintenance.

Chief Schmertzler reiterated his interest in exploring other manufacturers, as $1 million for an engine was pretty steep.

Chief Eggleston responded that all manufacturers were seeing this dramatic increase—a combination from the steel they get from China, workforce, and supply-chain issues. He said that the graph presented shows a significant increase since 2008, but again, all manufacturers are going in this direction.

Chief Walker stated that he was shocked with the statement about turnout gear, and budgeting for a normal increase makes it difficult when that turns out to be 30%.

Chief Alibertis stated that Crozet had presented the idea of a smaller engine about 10 years ago, and he knows there is a standard spec but wondered if there was any consideration for reevaluating that piece—especially given some of the neighborhoods they have.

Chief Walker responded that the most recent engine is about a foot smaller, which isn't huge, but they are an all-hazards "Swiss Army knife" organization that doesn't have that many specialty pieces, especially staffed ones. He added that it would be difficult to carry less stuff to make the rigs any smaller, in his opinion.

Chief Alibertis said that if they were going to save some space when removing some of the equipment, they may be able to make up for that with a smaller size.

Chief Walker stated that the items they were talking about removing were in the dunnage area or "under the skin," and currently the hose tank is sleeved to accommodate the light tower. He said that if you took the light tower out, you could carry a little more water because you wouldn't have to sleeve the tank, or if the light tower weren't on top of the cab, it could be lower, as with a folding night scan type. He said that there were some opportunities for improvement, but he did not think these three items suggested would shrink the truck by a foot in any direction.

Chief Alibertis told Chief Schmertzler to make sure Chief Gentry knows he was championing his cause.

Ms. Davis stated that Chief Tetterton had a question.

Chief Tetterton stated that Chief Eggleston had said they were “way north” of other localities, and he wondered how far apart they were.

Chief Eggleston responded that he didn’t have the exact numbers, but it was somewhere between $50K and $100K. He said it was difficult to compare exactly because ACFR used a rescue engine and they would need to find other rescue engines similar to their size, adding that they had adopted this style across the board—which made it even more expensive. Chief Eggleston stated that some of this was related to the question that Chief Alibertis asked regarding unit size. He said that with a department like Chesterfield County, they use much smaller engines because they have a configuration with ladders and rescue to do extrications and specialty work, versus Albemarle’s one-size-fits-all approach. Chief Eggleston said that once they get to the point they have reliable rescue and truck company services like that, they can make changes to a reduced size and possibly costs.

Chief Walker said that he had heard that Richmond’s pumpers were a similar price to ACFR’s, but theirs were just fire engines with basic EMS gear. He said that he was told it was the setup and engineering of their specs, and smaller size doesn’t necessarily equate to a smaller cost, unless it was a very basic rig.

Chief Eggleston commented that in general, it is the system’s responsibility to be good stewards and look at cost-effective approaches to purchasing.

Chief Alibertis asked if there was consideration to go to the Board and have them adjust the allotments, given the price increases that were not calculated into the CIP.

Chief Eggleston responded that they would definitely do that, but he would need to have in his back pocket the attempts to keep costs down and within budget.

Chief Alibertis said that he was being broader, such as on the scale of an ambulance—such as the $241K ambulance that Western just bought, which would be about $270K today.

Chief Eggleston stated that some of this is beyond their control, and the facilities department was confronted with the same thing in terms of building construction and maintenance. He said that ACFR would get to the point of likely asking for an increase, but before they get to that point, they needed to do their due diligence and keep things within a reasonable budget.

Chief Hahn commented that the tax assessments certainly seemed to be adding more to what was available.

Chief Hahn stated that Seminole put a bigger motor in 83, and there seem to be fewer maintenance issues—so that was something to consider. He added that they should look at the entire fleet altogether, as it appears that 30% of the apparatus was running 90% of the costs. He said that there were four or five engines that would be worn out in seven years, due for replacement in 10 years. He noted that he was running two trucks on every call now, and he can't keep running two engines out of the first due area.

Chief Eggleston said that maintenance should also factor in, and WARS has spent a considerable amount on maintaining an ambulance—considerably more than the cost of an ambulance would have been.

Chief Hahn suggested that they take a look at everything and get back to Chief Eggleston.

Chief Walker said that the closest comparison he has had to the midsize and big engines were Engine 21 and Engine 151, which were both 2013s and have over 100K miles on them at this point; the overall cost of maintenance is neck in neck. He noted that those were the closest models he had, and from what he has seen since 2017, it is very comparable.

Chief Williams asked how much of the Engine 21 maintenance cost could be attributed to when it was run and overheated.

Chief Walker responded that there were preventable events with that engine, but that was also the case with other rigs. He said that when they have snows and other situations, they have a lot of preventable events that facilitate repairs. He said that Engine 21 was blowing off coolant hoses pretty regularly, but he did not think they could isolate repairs on that apparatus versus others.

Chief Eggleston asked if what he was looking for was to include this language in the revision to the engine spec that would come back before the FEMS Board.

Chief Walker confirmed that this was his intent—and assurance that they could still add it to their rigs as they do with other items at their own cost.

Chief Alibertis asked if anyone wanted to make a motion that this either be accepted or moved to the next meeting for further discussion.

MOTION: Chief Eggleston moved to accept the recommendations for revisions to the engine specs, and that those specs be brought back before the FEMS Board next month for approval.

Chief Hahn asked if he meant for the Apparatus Committee to go back and give options and do some comparisons.

Chief Eggleston clarified that he meant to bring back the engine specs with the three items Chief Walker had recommended as optional: CAFS and associated components, generator and associated components, and light tower.

There was no second, and the motion did not advance.

Chief Alibertis asked if anyone would like to offer an alternative motion or discussion.

Chief Hahn suggested that the committee meet one more time and talk to Chief Stephens, Chief Grandstaff, etc., then bring it back, because this just got thrown out there. He said that early on when they bought the engines, they paid money for the apparatus to add stuff to it, with the expense of the CAFS unit because that was mandatory—and now they're talking about taking it away, but the department has to pay for it, and he was not comfortable with that.

Chief Schmertzler agreed and said it was a lot to throw back on the stations, as they have been trained in CAFS for the last 15-20 years, and it was a lot to ask for the stations to pay for that now.

Chief Hahn asked Chief Walker to confirm that there would still be a foam system, just not CAFS.

Chief Walker confirmed that and said it just wouldn't be a compressor system.

Chief Eggleston asked them to keep in mind that it wasn't consistently being used, and a big NIFS study had said it was no better than water, and perhaps even water and Class A. He said that was pretty good information to have, and to him it would tilt this towards making it optional. He said it was proven in that study that it was not as effective as they thought, and he was a proponent of it when it was implemented. He emphasized that they are trying to make decisions based on data and professional studies.

Chief Stephens asked if the study took into account how much water was being used.

Chief Eggleston responded that he did not know that particular aspect offhand, but the study addressed the rate and effectiveness of suppression of a structure fire.

Chief Stephens said that he was hearing the three companies responding to more rural-type events, where water was not as readily available.

Chief Eggleston stated that he would send that out and would also reread it himself; he recalled that the study covered that aspect, but he would determine that. He noted that

he and Chief Puckett had discussed this with the Montgomery County operations chief before this study was even done, and they were looking at the same thing.

Chief Stephens commented that there was a difference in opinion between using it and not, but some stations are accustomed to using it as a normal tool in their toolbox—and he wanted it to come before FEMS so that everyone could weigh in on it.

Chief Alibertis said that perhaps this would invigorate better attendance and more robust discussion, giving the Apparatus Committee an opportunity to review it again.

Chief Eggleston responded that they do need people engaged in subcommittees to come back with a recommendation to the full FEMS Board, although there may be a timeline to consider.

Chief Alibertis said it wouldn't be unreasonable to put a time limit on it now, and he would suggest that it be covered within the next 30 days, with a presentation made at the next FEMS meeting.

Chief Eggleston said that it seemed that CAFS was the biggest issue, but they could reconvene and discuss this before the next FEMS meeting.

Chief Hahn acknowledged that CAFS was his hesitation with this, and he would read the study and also research one on the effectiveness of Class A foam and water. He stated that he knows there are departments that use CAFS, even though Seminole didn't, and he wanted to look out for them.

Chief Walker said the Apparatus Committee typically wouldn't meet again until March, but they would call a special meeting for this and come back to FEMS with a report.

Chief Alibertis thanked him for his work.

B. Miscellaneous (Additions)

Smoke Alarms

Chief Oprandy stated that they had been working in the Community Rescue and Resilience section on the issue of smoke alarms, which are often wired, out of date, and malfunctioning when they are out checking them. He said that up to now, their only option was battery-operated replacements, and the question was what to do in these situations. He stated that KIDA has come up with a smoke alarm that allows you to connect to existing hardwired systems, and ACFR purchased 500 of those alarms, which would be distributed to stations over the weekend. He said that those alarms included "pigtails" that connected to existing systems, which means there is no wiring but essentially adds a new smoke alarm. He emphasized that smoke alarms reduce the risk of dying in housefires by 50%, and he encouraged stations to let their staffs know.

Chief Hahn asked if there were any programs out for CO detectors.

Chief Oprandy responded that ACFR did not have one and he was not aware of one in the City, but perhaps there is a department somewhere in the U.S. that was doing that. He added that this was particularly timely in light of the recent power outages.

Chief Alibertis commented that you can get clip-on censors for CO, which cost about $100 a piece and last for a few years.

Chief Hahn stated that every one of his jump bags has a CO detector.

Chief Alibertis said these would be helpful for everyone.

Harris Radio System

Chief Tetterton asked if there was an update on the Harris Radio System project.

Chief Puckett responded that there were no significant updates, and they were still trying to pin down timelines; they are still anticipating cutover on the new system in March, with a 30-day burn-in period that public safety would not be a part of. He said that he should have more information on this by the next FEMS meeting.

ACFR Policies

Chief Alibertis said there was a question in the chat from Chief Dylan about access to ACFR policies.

Chief Eggleston stated that there is still a link under “Member Resources” on the County website.

Ms. Davis said if you went to the ACFR main page and scrolled down to the bottom it was under “Member Resources.”

VI. Adjournment

At 19:48 hrs., the FEMS Board adjourned its meeting.

FIRE RESCUE
ALBEMARLE COUNTY
460 Stagecoach Road, Suite F Charlottesville, VA 22902-6489
Voice: 434-296-5833 FAX: 434-972-4123
www.ACFireRescue.org

ALBEMARLE COUNTY FIRE AND EMERGENCY MEDICAL SERVICES BOARD
ATTENDANCE LOG

Date: Wednesday, January 26,2022

VOTING MEMBERS (OR DESIGNATES)

Chief Dan Eggleston (Albemarle County): Dan Eggleston

Chief Virginia Leavell (CARS): Virginia leavell

Chief Will Schmertzler (Crozet): Will Schmertzler

Chief Todd Richardson (Earlysville):

Chief Dwayne Williams (East Rivanna): Dwayne Williams

Chief George Stephens (North Garden): George Stephens

Chief Michael Grandstaff (Scottsville Fire): Michael Grandstaff

Chief Dennis Hahn (Seminole Trail): Dennis Hahn

Chief Cara Metcalf (Stony Point): Cara Metcalf

Chief Kostas Alibertis (Western Albemarle): Kostas Alibertis

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ALBEMARLE COUNTY FIRE AND EMERGENCY MEDICAL SERVICES BOARD
ATTENDANCE LOG

GUESTS & OTHERS

Date: Wednesday, January 26,2022

Guest/Other	*Organization/Agency/Affiliation*
Heather Childress	ACFR
Alyssa Mezzoni	ACFR
Kathryne Presson	North Garden Vol. Fire
Christina Davis	ACFR
David Puckett	ACFR
Sonny Saxton	ECC
Nicole Jones	A/V Specialist, Dept. of Information Technology
Doug Walker	Assistant County Executive
Greg McFadyen	Seminole Trail Vol. Fire
Gary Dillon	Crozet Vol. Fire
Jason Tetterton	East Rivanna Vol. Fire
Chip Walker	ACFR
Scott Lambert	ACFR
John Oprandy	ACFR
Dustin Lang	Stony Point Vol. Fire

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ALBEMARLE COUNTY FIRE RESCUE EMERGENCY AND MEDICAL SERVICES BOARD ACTION RECORD

AGENDA TITLE/ISSUE:	AGENDA DATE:	
Consent Agenda	January 26,2022	
MOTION:	**MOTION MADE BY:**	**SECONDED BY:**
To Approve the Consent Agenda	Chief Dennis Hahn	Chief George Stephens
SUBSEQUENT MOTIONS/AMENDMENTS:		

CALL OF THE QUESTION:	Yes	No	Abstain
Chief Dan Eggleston (Albemarle County)	☒	☐	☐
Chief Virginia Leavell (CARS)	☒	☐	☐
Chief Will Schmertzler (Crozet)	☐	☐	☐
Chief Todd Richardson (Earlysville)	☐	☐	☐
Chief Dwayne Williams (East Rivanna)	☒	☐	☐
Chief George Stephens (North Garden)	☒	☐	☐
Chief Michael Grandstaff (Scottsville Fire)	☒	☐	☐
Chief Dennis Hahn (Seminole Trail)	☒	☐	☐
Chief Cara Metcalf (Stony Point)	☐	☐	☐
Chief Kostas Alibertis (Western Albemarle)	☒	☐	☐

I hereby attest that the foregoing is true and complete to the best of my knowledge.

Christina Davis
Clerk

January 26, 2022
Date

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ALBEMARLE COUNTY FIRE RESCUE EMERGENCY AND MEDICAL SERVICES BOARD ACTION RECORD

AGENDA TITLE/ISSUE:	AGENDA DATE:
Adjournment	January 26,2022
MOTION:	**MOTION MADE BY: SECONDED BY:**
To adjourn	Chief Dennis Hahn
SUBSEQUENT MOTIONS/AMENDMENTS:	

CALL OF THE QUESTION:	Yes	No	Abstain
Chief Dan Eggleston (Albemarle County)	☒	☐	☐
Chief Virginia Leavell (CARS)	☒	☐	☐
Chief Will Schmertzler (Crozet)	☒	☐	☐
Chief Todd Richardson (Earlysville)	☐	☐	☐
Chief Dwayne Williams (East Rivanna)	☒	☐	☐
Chief George Stephens (North Garden)	☒	☐	☐
Chief Michael Grandstaff (Scottsville Fire)	☒	☐	☐
Chief Dennis Hahn (Seminole Trail)	☒	☐	☐
Chief Cara Metcalf (Stony Point)	☒	☐	☐
Chief Kostas Alibertis (Western Albemarle)	☒	☐	☐

I hereby attest that the foregoing is true and complete to the best of my knowledge.

Christina Davis
Clerk

January 26, 2022
Date

ALBEMARLE COUNTY FIRE/EMS BOARD
FEMS BOARD SPECIAL MEETING
VIRTUAL MEETING
WEDNESDAY, FEBRUARY 9, 2022– 1800 HOURS

A special meeting of the Albemarle County Fire/EMS Board was held on Wednesday, February 9, 2022, at 1800 hours via Zoom.

The following members were in attendance:
Dan Eggleston, Albemarle County Fire Rescue
Harrison Brookeman, Charlottesville-Albemarle Rescue Squad
Will Schmertzler, Crozet Volunteer Fire Department
Keith Shifflet, Earlysville Volunteer Fire Company
Dwayne Williams, East Rivanna Volunteer Fire Company
George Stephens, North Garden Volunteer Fire Company
Michael Grandstaff, Scottsville Volunteer Fire Department
Dennis Hahn, Seminole Trail Volunteer Fire Department
Kostas Alibertis, Western Albemarle Rescue Squad

Others in attendance:
Tim Cersley, Scottsville Volunteer Fire Department
Christina Davis, Albemarle County Fire Rescue
Nicole Jones, Albemarle County IT Department
Scott Lambert, Albemarle County Fire Rescue
Dustin Lang, Stony Point Volunteer Fire Company
Greg McFadyen, Seminole Trail Volunteer Fire Department
David Puckett, Albemarle County Fire Rescue
Jason Tetterton, East Rivanna Volunteer Fire Company
Chip Walker, Albemarle County Fire Rescue
Randy Woodson, Sr., Scottsville Volunteer Fire Department
Station 15 Crew, Albemarle County Fire Rescue

I. Call to Order

Chief Alibertis called the meeting to order at 1800 hrs.

Meeting Statement

Chief Alibertis read the following statement: “This meeting is being held pursuant to and in compliance with Ordinance No. 20-A(14), ‘An Ordinance to Ensure the Continuity of Government During the COVID-19 Disaster.’ The opportunities for the public to access and participate in the electronic meeting are posted on the Albemarle County website at www.acfirerescue.org under the Fire Rescue and EMS Board section.”

A. Moment of Silence

Attendees observed a moment of silence.

B. From the Board: Matters Not Listed on the Agenda
There were none presented.

C. From the Public: Matters Not Listed on the Agenda
There were none presented.

II. Unfinished Business

A. Apparatus Specification Update
Chief Eggleston said that he appreciated everyone signing on to the special meeting to discuss engine specifications, and controlling costs for the capital budget was a basic expectation—and the system's capital budget outside of the school system is one of the largest. He stated that they were seeing a significant increase in costs associated with apparatus, which is creating an almost unsustainable model, so they are starting with the engine specs themselves to determine what might be optional.

Chief Eggleston stated that he had been in a meeting the previous day with a large manufacturer that said raw materials and labor costs, combined with other cost measures and supply-chain issues, had increased the costs of materials and production—which would likely be passed on to consumers. He said that they had two options in particular: compressed air foam and the elimination of the light tower, generator, and associated equipment, to try to bring costs within budget. He said that he agreed with those two but wanted to keep an open mind and hear what others might share from their perspectives.

Chief Walker stated that the last several years, there have been significant increases in apparatus costs; most recently, the last engine the County purchased was the Pantops engine—which was over budget—and they only have one revenue stream. He said they were unable to maintain their budget and keep that unit within the spec they had, so they decreased the cabin chassis, switching from the Velocity platform down to the Enforcer. He stated that increases have outpaced budget projections for the next purchases, so they find themselves over budget again at an unsustainable point, so they look to what they can remove from the spec or change from required to optional.

Chief Walker said the purpose of this meeting was for ACFR to put forth comments on the why and the possibilities, and it would serve as a feedback opportunity so the Chief can make a good, educated decision on what's best.

Chief Stephens stated that he has been thinking about this since they met before, and he wondered if it had already been decided by County staff that they wouldn't fund CAFS on the engine.

Chief Eggleston said that he feels at this point that it should be an option, but he wanted to keep an open mind to gather input and information that systems could provide that would justify keeping it. He emphasized that they are not talking about limiting foam altogether—just the compressed air part—and would still support and spec the Class A

foam part of it. He noted that these are similar processes they have been through before in terms of the budget process to get input from the FEMS Board and others before making a final recommendation moving forward. He said they have to make some decisions to keep costs under control.

Chief Stephens said that his point is if they are going through the motions but the decision has already been made, he did not want to waste a lot of energy on it. He added that he wasn't pushing back in a negative way but was just trying to be a realist. He asked what the dollar savings was for pulling CAFS on—which was the compressor and the CAFS unit—but then add back the cost of the foam.

Chief Walker stated that updated pricing from Pierce as of February 8, 2022, removing the CAFS and associated items but keeping the Husky 12 foam system and associated foam items, there would be a cost savings of $34,797.

Chief Stephens asked how it compared to the other items they were removing.

Chief Walker responded that his opinion is they shouldn't remove these but make them optional, and removing the CAFS system, generator, cord reel, junction box, etc., and potentially the light tower, was an $81,347 savings. He stated that he wasn't necessarily advocating for removing them, just making them optional—and if a generator was more important to a department than CAFS or vice-versa, and the budget supports it, so be it.

Chief Stephens stated that when it becomes an option, it's for the station to fund that.

Chief Walker replied that the County would fund the initial investment and ongoing maintenance and repairs, just as they do with items when a new unit is purchased.

Chief Puckett clarified that the budget is based on whatever the County spec is at the time, so if they were to delete that from the spec, the budget would go down—but if a station deleted something that wasn't required on the spec and get CAFS instead, the money would still be there; the budget would not be further reduced.

Chief Stephens asked for confirmation that if the budget were $750K, for example, theoretically if they stayed within that budget and put CAFS on it, they would be able to fund it within that budget.

Chief Puckett confirmed that whatever the budget is, if they meet the spec, remain under budget, and add CAFS back in within budget, it would still be funded.

Chief Stephens asked if they would be resetting the budget.

Chief Walker replied that they are already in a shortfall, so it would have to be reset to a budget number they can actually afford.

Chief Puckett said that technically, they reset it every year: They take whatever the

County spec is and get a new quote for that each year, then add in whatever anticipated inflation is—which has outpaced normal inflation considerably in recent years.

Chief Schmertzler asked what the budget was for an engine.

Chief Walker responded that they currently have $960K as the budget for an engine but has a budget shortfall with the current spec.

Chief Schmertzler asked if they took these off but the cost of the engine continued to increase, where was it going to stop.

Chief Walker responded that he could not predict the future, which was the asterisk on the most recent price they got—with the most recent update only being good for a limited time, meaning there could be commodity charges, other surcharges, or increases, based on supplies between now and July when the money is actually available.

Chief Schmertzler said that his question was where Albemarle County's top line would stop on an engine, because at this rate, they would be paying $1 million whether they take these options off or not.

Chief Eggleston commented that this was a good question and he did not know the answer to that, which was why they were looking early. He stated that they have been increasing the budget each year and absorbing the cost increases, which have been higher than inflation—and they are getting to a point where they can't keep doing that. Chief Eggleston said they would also be looking at other things to bring costs under control, as these enormous increases put them in a difficult position to maintain a large fleet; perhaps they also look at the fleet size and determine whether adjustments can be made there.

Chief Walker stated that this is an unusual time in the country's history, with price increases off the chart in every direction. He said that at the last meeting, he mentioned an increase in turnout gear cost of 30%, with increases from several ambulance manufacturers.

Chief Hahn mentioned that Seagrave just had a 20% increase.

Chief Walker said that he has heard from numerous sources about these types of increases.

Chief Hahn asked when they were next due to order a piece of apparatus.

Chief Walker responded that it would be July 1, and that would be the next time when money would be available to order a fire engine.

Chief Hahn asked if they had trucks scheduled to be ordered then.

Chief Walker responded that there are two engines scheduled, both ACFR engines, to be ordered as of July 1. He said that the County internal group is working to tweak the existing spec, and there is an extended build time of 18–24 months out from the point that the order it—so anything they can do to cut down on the front end will cut down on the time period from when they would receive it.

Chief Hahn said that it's possible that they could have another price increase before July 1.

Chief Walker agreed and said that the last quote he got only guaranteed that price for 30 days.

Chief Schmertzler asked if Engine 58 has been that replacement, as it was 20 years old this year.

Chief Walker responded that Engine 52 was the next to be replaced.

Chief Schmertzler said that Engine 58 was three years older than that.

Chief Walker explained that per the Fleet Plan, they get two engines, based on about a 10-year swing between the two. He said that Engine 56 was a 2017, so the next newest engine would be 2027; the County's 151 would cycle out per the current plan.

Chief Schmertzler said that Engine 52 is a 2005, so that would be 2025 for 20 years, so Engine 58 is not in for replacement.

Chief Walker confirmed this and said it was roughly a 10-year window for replacement to get it in a 10-year cycle; some stations that was compressed by a year, and others it was extended by a year, just to make the math work.

Chief Schmertzler asked when 151 would show up there.

Chief Walker responded that it would happen whenever its replacement showed up; the replacement is being ordered July 1, and whenever that unit comes in, which is about a 12-16 month window but now is 18-24 month window. He estimated that the new engine would arrive by about September 2024. He confirmed that this would replace 58.

Chief Schmertzler asked where 58 would go at that point.

Chief Walker responded that it would be up to the station, as they purchased it and had sole title to it.

Chief Schmertzler noted that he did not have room for four engines.

Chief Walker said if the engine was a County-purchased rig, it would revert back to the County, get sold, etc.—with fund dispersion per the existing policy.

Chief Schmertzler said that he would still like consideration to keep 58, just because of its size and maneuverability.

Chief Walker suggested that he talk with Chief Eggleston or Chief Puckett about that.

Chief Grandstaff asked what the next engines getting replaced would be, outside of the ACFR trucks.

Chief Walker responded that in July 1, 2023, the funds are available currently for Engine 72; FY25, Engine 121; FY26, no engines; FY27, Engine 34 and Engine 52. He said those were currently in the CIP plan—based on current condition, wear and tear, cost for maintenance and repairs, etc. He said sometimes that can constrict or expand on a yearly basis, depending on its condition, but for the most part they have been fairly consistent with replacing those as anticipated on the year planned for replacement.

Chief Puckett said they have not moved any back, to his knowledge, and part of that is because they're replacing them with life left in the vehicle. He said since they switched the Fleet Plan to try to keep a 10-year cycle between front line and back-up reserve, they have tried to adhere to that cycle. He noted that they probably need to look at the fleet plan in its entirety again.

Chief Grandstaff asked for confirmation that they were looking at two volunteer company engines between now and 2025.

Chief Walker responded that between now and 2026, four engines would be replaced: three would be ACFR and one would be Engine 72. He said in the next four budget years, there would be four engines in three years, and only one would be a non-ACFR piece.

Chief Grandstaff said that for the next four budget cycles, they would be looking at $34,000 with increases if they wanted to keep CAFS—and that would break the bank.

Chief Walker responded that his direction was to manage the budget and work within it, as there were no additional revenue streams. He said that he did not know if that was something they could seek more funds for.

Chief Eggleston commented that what they're talking about is a combination of CAFS, the light tower, and associated equipment—which total slightly more than $80K. He said that with the future engines they must replace, that adds up to a significant amount of funding.

Chief Grandstaff responded that his station is okay with the light tower and generator,

but they would be looking at $34K to keep their operators doing what they've been doing since 2004—and it doesn't seem that it's going to go beyond this discussion.

Chief Stephens said that when the Apparatus Committee met, they started down the path of who was using CAFS, who isn't using CAFS, training, etc. He said that he would ask the same question with foam on the County pieces, and if they're spending money to put foam on all of those, he would like to know how many pieces throughout the County use foam. He noted that a number of users don't use CAFS and don't want it, but he would like to know how many would use foam without CAFS. He emphasized that this may just be something in the toolbox they would elect not to use, and he wondered if they were wasting their money.

Chief Walker stated that when he was riding an engine, if they had any outdoor fire or structure fire, it was expected that they would activate the foam system and use water and foam—but he could not speak currently as to whether that was happening or not.

Chief Stephens commented that he was speculating that the departments that don't use CAFS would also very infrequently use foam. He added that he was not advocating to get rid of it, he was jut making a statement.

Chief Alibertis asked how much they saved by changing the chassis style and whether that was worth putting on the table.

Chief Walker responded that they have already done that and the budget was based on that, and they shaved about $20K off the Velocity cabin chassis by downsizing to the Enforcer cabin chassis—which made the budget balance last round.

Chief Alibertis asked if that was expected to be the new spec.

Chief Walker responded that it was the price point their budget was currently based on.

Ms. Davis noted that there was someone asking a question in the chat.

Chief Alibertis read the question: "What are the expected cost differences with replacing traditional gas-powered small equipment—fans, ground lights, etc.—with battery-powered equipment if we remove the generator from the spec? And are there appreciable differences to space and weight considerations if we add battery-powered equipment?"

Chief Walker responded that in his experience, the cost is very similar for electric-powered versus battery-operated equipment. He said the weight of the blowhard fan is actually lighter than the old fan; the ground lighting that is battery operated is similar; the space and footprint are also similar.

Chief Hahn stated that with Engine 83, they downsized the generator because they went to electric equipment, but they still kept a generator on it. He said where the

weights of the battery tools with something like a blowhard fan may be more because of the weight of the battery itself—but the problem is those fans are only going to run for a certain amount of time, then you have to recharge the batteries. He said they talked about a power invertor, but you can only put a 1,300-watt power inverter on a fire truck, and he wasn't sure if that would sustain all the Dewalt batteries and light batteries being charged on the scene. He noted that the lights were only good for four hours at high power, so they have to be plugged in to an AC adapter or something else; none of the fires last just as long as the batteries, and they're always running out.

Chief Hahn commented that he didn't want to get rid of the generator and light tower because of the amount of accidents Seminole ends up running on 29, Monacan Trail, I-64, and everywhere else they respond. He said that he had a battle with his crew when they first did Engine 83; he did not want a light tower, and they convinced him—and it was considerable savings the way they did it, in addition to cutting down on maintenance.

Chief Walker said there were a few opportunities to save on some things, like a smaller inverter and two extra chargers and batteries for some of the items you can swap out on, and maybe a small gas-powered generator. He stated that there are creative ways to reevaluate some of these options that are far less expensive.

Chief Grandstaff asked if they could upgrade from the Enforcer chassis.

Chief Walker responded that this was his understanding, and they have not held back on upgrades, historically. He confirmed that for FY23, for the budget not adopted yet, they have requested $960K.

Chief Hahn asked if that was apparatus and equipment.

Chief Walker responded that it was apparatus only, and there was another chunk on top of that for equipment—and there are a number of items not included in the equipment budget because they buy those things (radios, SCBA) out of another pot. He said that it is well over $1 million total.

Chief Grandstaff asked if a compromise might be possible, so that a station has one engine with CAFS and one without it, and whether there are other cost-savings measures such as going with a fire-style versus rescue-style truck.

Chief Eggleston said that this was something they could consider, although he wasn't sure how it would affect the replacement rotation.

Chief Grandstaff said for his station, they could replace Engine 72 without CAFS; when Engine 73 gets replaced in 10 years, it has CAFS again—so there is always one engine in the station with CAFS, for the stations that use it all the time.

Chief Puckett said that the only parallel he could draw to that is that they started off as

each station having a rescue engine with extrication tools, and there would be a different budget amount for that—but it didn't work that well because the stations wanted the equipment on every unit, including the new one they would be running all the time. He added that they always sort of clashed on that and ended up increasing the budget on all of them so they didn't end up with great equipment on an old engine and needing on the new one instead. He emphasized that he wasn't discouraging it, just mentioning what had happened.

Chief Grandstaff mentioned that Engine 72 had some additional things they put on it, and if it gets replaced with a truck that doesn't have those things, it would be okay. He said it would work for them to have one engine that has CAFS to take on fires, and their operators have been trained on that for 20 years—so it seemed counterproductive to go backwards.

Chief Hahn said that from Seminole's point of view, they would not run an engine with different capabilities; they did that before and got caught too many times with the wrong truck. He added that the way they run in the County and as far as they run, the option of getting another call on the way back to the station and not having the right truck was a high probability.

Chief Grandstaff pointed out that he was suggesting that one would have CAFS and one wouldn't—and stations wouldn't have to put it on at all. He said you can fight fire with foam, as they are talking about.

Chief Tetterton said it would be optional but funded by the County budget if a station elects to have it; so if Station 2 doesn't want it, they would save the money the next time they build an engine; but if Station 7 wants it, it's funded by the County. He said that this would lead to half of what they would set out to save, by making it completely optional, and it takes the financial burden away from stations that like CAFS and rely on it.

Chief Walker stated that in theory it makes sense, but the challenge is that they are planning out five years or more—and a lot can change in that time, which makes it difficult from a planning standpoint.

Chief Tetterton said that he was trying to find a way to give it to stations that wanted it and not have a financial burden from it, and save the money overall.

Chief Hahn said that he thought under the policy for the apparatus, when a unit went to be sold, a portion of the funds went back to that department.

Chief Eggleston said it was for the next apparatus.

Chief Hahn commented that it would be another funding stream, because money from the old truck when it's sold can be put into the new one.

Chief Eggleston mentioned that historical data shows that volunteer departments have

been putting in a significant amount of money to enhance units that are above the standard spec, and he wondered if stations would buy CAFS versus graphics and other choices they make. He said that the money is being used to enhance apparatus, but he wondered where it fell in terms of priorities for enhancements.

Chief Puckett said that if a station went over budget for a replacement engine, they can use the proceeds from the sale of that toward an upfit, and the only way to get cash directly back was if they put that into the purchase. He said if they didn't put any into the replacement unit, they didn't get any back.

Chief Alibertis stated that he recalled who owned it at the end of its life, but he was under the impression that the County didn't want it back—but he understood that it may be in the funding policy.

Chief Stephens said that he was deeply involved when this was discussed at the Board of Supervisors, and they should probably pull those minutes from when that happened because it became a fairly heated conversation at the time.

Chief Hahn suggested that they go back and look at the fleet plan as a whole, because 20% of the apparatus runs 80% of the calls, and he is looking at units that haven't run anywhere near the calls that some others have.

Chief Eggleston agreed that a review of the fleet plan was imminent to ensure they had the right apparatus at the right place and right number. He said that outside of the schools, the Fire/Rescue capital budget is one of the largest—and anything they can do to optimize that will translate into better savings for the taxpayers. He noted that review of the fleet plan is worthwhile at this point, but the first step is to look at the spec that's due in July.

Chief Hahn asked if it needed to be a motion.

Chief Eggleston responded that they needed to get through the budget process first, then put it on a future agenda to consider. He said that they are seeing inflation across the board, and they were not sure if it would reset, continue, etc.—but their costs are reaching an unsustainable point, and any costs for apparatus would represent a huge savings. He added that they have not reviewed the entire fleet plan in about five years.

Chief Alibertis said that even looking at when they replace something and whether it needs to be replaced, such as in cases where apparatus doesn't have high mileage.

Chief Eggleston responded that they work to make sure that they replace apparatus that really needs to be replaced, but they also run up against situations where a vehicle is more than 25 years old and needs replacement just to meet basic community needs.

Chief Stephens stated that one way to save wear and tear on the apparatus would be to not put apparatus on the road that isn't needed, and they also need to examine whether

they need the amount of apparatus to respond to some calls—which would extend the life of some engines that are being run to death.

Chief Eggleston agreed that there could be some optimization, and the apparatus in urban stations is wearing out much faster than less-busy rural stations. He said that they should also consider exploring a rotation scenario.

Chief Alibertis asked if this would go before the Apparatus Committee.

Chief Eggleston responded that it would go to the committee first and then to the FEMS Board for a work session.

Chief Alibertis said he had to leave the meeting to attend another, and he turned the meeting over to Chief Grandstaff.

Chief Cersley stated that he agreed with Chief Hahn about engine companies getting beat up, and Scottsville uses a car for EMS calls. He said when he was chief, they were getting nixed because they didn't run their engines on EMS calls, even though they were saving money in the long run. He said they were probably saving the amount of CAFS through those efficiencies. He mentioned a recent incident that toned as a cardiac arrest, even though it was a child having difficulty breathing. He said that as soon a Medic 17 marked up and he had marked in route to the building, dispatch had added an engine that ultimately responded for service. He noted that they are having the same argument they had 20 years ago, and he didn't understand why. He said that they are the only station that wants CAFS in the next five years, when they are using it to save taxpayer money. He pointed out that they use less water and are one of the furthest station outs and need the extra time with CAFS before they can get a tanker.

Chief Eggleston said that these were difficult decisions, and he appreciated everyone's time and input.

Adjournment

At 16:57 hrs., the FEMS Board adjourned its meeting.

FIRE RESCUE
ALBEMARLE COUNTY
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www.ACFireRescue.org

ALBEMARLE COUNTY FIRE AND EMERGENCY MEDICAL SERVICES BOARD
ATTENDANCE LOG

Date: Wednesday, February 9,2022

VOTING MEMBERS (OR DESIGNATES)

Chief Dan Eggleston (Albemarle County): Dan Eggleston

Deputy Chief Harrison Brookeman (CARS): Harrison Brookeman

Chief Will Schmertzler (Crozet): Will Schmertzler

Assistant Chief Keith Shifflett (Earlysville): Keith Shifflett

Chief Dwayne Williams (East Rivanna): Dwayne Williams

Chief George Stephens (North Garden): George Stephens

Chief Michael Grandstaff (Scottsville Fire): Michael Grandstaff

Chief Dennis Hahn (Seminole Trail): Dennis Hahn

Chief Cara Metcalf (Stony Point):

Chief Kostas Alibertis (Western Albemarle): Kostas Alibertis

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ALBEMARLE COUNTY FIRE AND EMERGENCY MEDICAL SERVICES BOARD
ATTENDANCE LOG

GUESTS & OTHERS

Date: Wednesday, February 9,2022

Guest/Other	*Organization/Agency/Affiliation*
Christina Davis	ACFR
David Puckett	ACFR
Randy Woodson, Sr.	Scottsville Vol. Fire
Nicole Jones	A/V Specialist, Dept. of Information Technology
Tim Cersley	Scottsville Vol. Fire
Greg McFadyen	Seminole Trail Vol. Fire
Dustin Lang	Stony Point Vol. Fire
Jason Tetterton	East Rivanna Vol. Fire
Chip Walker	ACFR
Scott Lambert	ACFR
Station 15 Crew	ACFR

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ALBEMARLE COUNTY FIRE RESCUE EMERGENCY AND MEDICAL SERVICES BOARD ACTION RECORD

AGENDA TITLE/ISSUE:	AGENDA DATE:
Adjournment	February 9, 2022
MOTION:	**MOTION MADE BY: SECONDED BY:**
To adjourn	Chief George Stephens
SUBSEQUENT MOTIONS/AMENDMENTS:	

CALL OF THE QUESTION:	Yes	No	Abstain
Chief Dan Eggleston (Albemarle County)	☒	☐	☐
Deputy Chief Harrison Brookeman (CARS)	☒	☐	☐
Chief Will Schmertzler (Crozet)	☒	☐	☐
Assistant Chief Ketih Shiffeltt (Earlysville)	☒	☐	☐
Chief Dwayne Williams (East Rivanna)	☒	☐	☐
Chief George Stephens (North Garden)	☒	☐	☐
Chief Michael Grandstaff (Scottsville Fire)	☒	☐	☐
Chief Dennis Hahn (Seminole Trail)	☒	☐	☐
Chief Cara Metcalf (Stony Point)	☐	☐	☐
Chief Kostas Alibertis (Western Albemarle)	☒	☐	☐

I hereby attest that the foregoing is true and complete to the best of my knowledge.

Christina Davis
Clerk

February 9, 2022
Date

ALBEMARLE COUNTY FIRE/EMS BOARD
FEMS BOARD EXECUTIVE COMMITTEE
VIRTUAL MEETING
MONDAY, FEBRUARY 7, 2022– 1630 HOURS

A virtual meeting of the Albemarle County Fire/EMS Board Executive Committee was held on Monday, February 7, 2022, at 1630 hours.

The following members were in attendance:
David Puckett, Albemarle County Fire Rescue
Virginia Leavell, Charlottesville/Albemarle Rescue Squad
Todd Richardson, Earlysville Volunteer Fire Department
Michael Grandstaff, Scottsville Volunteer Fire Department
Kostas Alibertis, Western Albemarle Rescue Squad

Others in attendance:
Phillip Burkett, Albemarle County Fire Rescue
Heather Childress, Albemarle County Fire Rescue
Christina Davis, Albemarle County Fire Rescue
Nicole Jones, Albemarle County IT Department
Duncan Miller, Stony Point Volunteer Fire Company
David Puckett, Albemarle County Fire Rescue
Jason Wilson, Albemarle County Fire Rescue

I. Call to Order

Chief Childress called the meeting to order at 1630 hrs.

Meeting Statement

Chief Childress read the following statement: "This meeting is being held pursuant to and in compliance with Ordinance No. 20-A(14), 'An Ordinance to Ensure the Continuity of Government During the COVID-19 Disaster.' The opportunities for the public to access and participate in the electronic meeting are posted on the Albemarle County website at www.acfirerescue.org under the Fire Rescue and EMS Board section."

A. From the Board: Matters Not Listed on the Agenda

There were none presented.

II. Consent Agenda

A. January 10, 2021 Minutes.

MOTION: Chief Grandstaff motioned, seconded by Chief Richardson, to approve the Consent Agenda as presented. The motion passed 5-0.

III. Executive Session

There was none held.

IV. <u>Unfinished Business</u>
A. Lexipol
i. Policy Manual
ii. Organizational Structure

Chief Childress stated that three members had gone into the group that she had created in Lexipol, and she wondered if they had any input. She asked if they wanted to move it forward to the full FEMS Board, and she and Chief Puckett could continue to make reasonable edits to the two policies but open the forum up for discussion there. She noted that there had been no comments made within Lexipol yet, adding that it may be helpful to get those two policies down before moving onto others.

Chief Richardson said that because they were in PDF format, he was not able to add any comments; and in Section 200.3, they need to add the section that John Oprandy had been promoted to.

Chief Childress said that in PDF format, you can add comments below and it stays within that one thread or section. She added that she could probably also upload them as Word documents.

Chief Grandstaff noted that she was going to add some information such as the FEMS Board, and he wasn't sure if they would make those edits first.

Chief Childress responded that they have not wanted to make assumptions and had hoped that the group would contribute, but if they would rather have her and Chief Puckett go in and make edits, they could do that. She said that she could make all the changes she has on her notes and send that back out, then see if they want to present that to the full FEMS Board at the next meeting to start the discussion.

Chief Alibertis said that he was unable to access it and would provide Ms. Davis with an alternate email address, as his UVA email did not allow access and Gmail did not let him open it. He added that it may be best for her to make edits, so they're not making comments on new edits.

Chief Childress responded that it did make sense, and there were some things like terminology that they'd like to have feedback on first—such as definitions of "Firefighter" and "Supervisor."

Chief Alibertis said that "District Chief" has been used in the system, and Chief Eggleston is delineated as the Fire Rescue Chief; there is no other Fire/Rescue Chief. He said that District Chief could be assigned to the career stations that have volunteers, if they choose to use that, as they have in the past.

Chief Childress noted that they wouldn't have those at the career stations any longer, and they just wanted to be clear moving forward on what it refers to in the policy and

find a unique name. She said that they could work out some of the technical aspects and have it ready before the next FEMS Board meeting.

V. New Business

A. Stony Point Accountability Framework

Chief Eggleston said that he had forwarded the Executive Committee the Stony Point Accountability Framework he had sent to Chief Metcalf, which outlines some of the things the system would be working with Stony Point on, based on an operational assessment. He said that he received an email from her the previous Sunday, which outlined some concerns and details, and he had spoken with her earlier in the day of this meeting—and she is hoping to carve out some time to meet so they can continue with their discussion and follow-up, at least to get started on the roster aspect.

B. Command Manual

Chief Puckett said that Philip Burkett was present and had a few slides to walk through, then would see if there were questions.

Battalion Chief Philip Burkett stated that the Command Manual is a lengthy document, but they would be focusing on the beginning of it, which covers the command operations for incidents. He noted that the last section focuses on NIMS policies, etc.

Chief Burkett said that the idea is to have a field operations manual, and within that manual, they would have multiple different guides: the Command Guide, the Fire Operations Guide, a RIT Guide, and a Special Operations Guide. He said that the Fire Operations Guide would cover different occupancy types: single family, apartment, townhouse, strip malls, and high-rises.

He explained that section one of the Command Guide focuses on instant command and the initial activation of ICS—what to do as the initial company officer or whomever is establishing command for the incident. He said that it addressed how to identify buildings or areas to help paint the picture of what the incident is for everyone else coming in. He stated that section two explores tactical command operations, which speaks more to the division chiefs, such as someone assigned to the third floor to manage operations or somebody being assigned to side Charlie, or safety officer, etc. He said that section three gets into command post operations and what is being set up for longer-term incidents; section four is the lengthiest portion, covering ICS and NIMS.

Chief Burkett said that section one talks about establishing command, different command options in terms of strategic modes of operation, and working incident policy. He mentioned that the working incident policy in and of itself would go away, and ECC owns their own copy of the policy, but it would add a working fire alarm. He explained that anytime they had a structure fire assignment that's declared a working incident, they would get a working fire alarm dispatched that would bring two additional engines and one additional ALS transport unit. He said that if any command officer is on scene and wants to declare it a working incident but does not need the fire alarm, it can be

held. He stated that if multiple fire alarms are requested, the working fire alarm already dispatched would not be in addition to the multiple alarms but would be a portion of them.

Chief Burkett said that the document gets them away from passing command—so they should not have any units arriving at the scene, marking in command, or immediately saying they're passing command. He stated that the idea is that the first person establishing command is building out the incident action plan in their head and making the initial assignments; the transfer of command should be a fairly formal process that involves a definite conditions, actions, needs (CAN) report; an understanding of what the IAP is; and an announcement made so that everyone in ECC and on scanners knows who is assuming command and what the role is of the first officer. He stated that the actual guideline for RIT and mayday operations will be a separate document. He said that the personnel accountability system is referenced in the Command Manual, but there is no change planned for it.

Chief Burkett stated that section two, tactical command operations, covers division chiefs. He said if an incident is fairly complex, someone will need to oversee operations in a geographical area—an MCI or multiple accidents in close proximity on an interstate, or a mid-rise or high-rise structure fire, or even an "everyday" structure fire where a side Charlie needs to be assigned to manager operations on that side.

Chief Burkett said that section three would get into the initial incident commander and company, and it talks about command aides and how they can be utilized, as well as the use of senior chief officers as they arrive on scene for larger incidents—how best to use them, what roles, and how they can assist in making the incident run more smoothly.

He explained that section four covers ICS and NIMS, and they had a lot of discussion about whether to even include it; those working on it agreed that it was important to have it included—not to pull out for every fire, entrapment, or multi-company operation they run, but for those times and circumstances when it would be helpful to have a readily available document to refer to.

Chief Burkett stated that the working incident policy would remain the same but is rolled into this guideline, and now there is a working fire alarm for the structure fires. He said this adds two additional engines, one additional ALS transport unit; the IC can still declare a working incident and have the working fire alarm held; if multiple alarms are declared, the working fire alarm makes up part of that.

Chief Alibertis asked him to define a "working incident alarm" and a "second alarm" in terms of apparatus, as it can get confusing when they add apparatus with similar terminology, without delineating it the way they have in the past.

Chief Burkett responded that a second alarm will bring four engines, an ambulance, and a squad truck. He said if the second alarm is declared after the working fire alarm has

been sent, two engines and a transport unit would not be dispatched in that second alarm.

Chief Alibertis commented that it blurs it somewhat because they are declaring a working incident but are not having a working incident alarm—and they're using a lot of the same terminology that's easily confused and misunderstood.

Chief Burkett explained that if an incident commander declares a working incident, there is no reason to say "working fire alarm," and that is handled behind the scenes and would just be something ECC is dispatching. He said if it makes it easier, it would be acceptable to call it a "working fire dispatch" to get away from using the term "alarm."

Chief Alibertis suggested that others weigh in, since he wasn't doing fire. He also said that if you're calling for a second alarm, it's being done—but if they have a working incident and don't want an alarm or dispatch, they're sort of tearing out the same thing two ways.

Chief Burkett stated that if they have a structure fire in a 1,000-square-foot rancher home, they most likely won't need any extra units and would have plenty of help on the scene. However, he said, when they run single-family home fires in Rosemont or Old Trail, they would quickly run out of staff and need extra people to be able to rotate through and be able to set up an effective RIT. He commented that the idea is to have the working fire dispatch, but if the incident commander gets on the scene and assesses the situation, they may need to make the working fire announcement so they can get relief crews coming in to help staff different stations, the duty officer can make station transfers, etc.—but they don't need the two extra engines and ambulance for that small structure. He added that a second alarm is still a second alarm and would generate a lot more help than what they got on the first alarm.

Chief Alibertis said he would defer to fire but was just being cautious about using the same terminology.

Chief Burkett asked if "working fire dispatch" worked better than "working fire alarm."

Chief Grandstaff responded that it would probably work, and he recalled when they first did the first working incident plan, they would mark it as a "working fire" but they didn't need it to be a "working incident," and ECC would often confuse it. He said the better terminology may be to say there is a working incident, but to hold the working dispatch.

Chief Burkett agreed that that would work, and some of their approach is thinking toward the future, when there is potential for needing larger-scale RIT groups, based on certain structure types. He said the working fire dispatch can be utilized in the larger RIT group if they are not used right away to relieve crews, etc.

Chief Grandstaff commented that if he's calling a working incident, it's because he needs ECC to make notifications and all the other steps in the policy—not necessarily

because he needs extra people. He agreed with changing “alarm” to “dispatch” if the group feels that way.

Chief Richardson commented that “dispatch” was more appropriate.

Chief Burkett explained that with transferring command, they were getting away from passing command, and regardless of what type of incident it is—someone unspoken in command on a single-apparatus EMS call, or more formal from the first-arriving unit on a structure fire that marks “in command.” He said that ultimately, the transfer of command is a bit more formal, and whoever is arriving on scene to assume command needs to make an assessment of the situation, get the CAN report, have an overview, understand what the IAP is, resource assignments and needs, then formally announce their command of the incident. He added that hopefully transfers would take place face to face, and if the initial company officer, firefighter, squad operator, etc. is in command and they are off working in the incident area, it may not be face to face.

Chief Burkett reported that one other change was trying to get away from using names and who was marking in command, and rather use the unit identifier, such as “Engine 73 Bravo” marking in command, instead of “Firefighter Pugh.”

Chief Grandstaff said that if there is a chief officer riding that seat, they should mark in command of that incident.

Chief Burkett said if the person riding 73 Bravo is “Chief 70,” they should mark in command as “Chief 70.” He emphasized that this allows for someone arriving and hearing what engine is in command, it provides information such as 22 Bravo being in command means that they are more than likely down range and engaged in the action on the scene. He stated that they would be getting a CAN report from them and have a pretty good idea of what’s happening on the scene. He said that if 22 Alpha is involved and in command, they are likely engaged in pumping the apparatus—so they might be available for face-to-face command handoff, but they may not have a full picture of what’s going on inside.

Chief Burkett noted that this would also help clean things up with ECC, as they often are challenged with pronouncing names, but engine numbers are easier. He added that this would also put the County in line with the City, and with both localities running more mutuals together, it would be nice to keep these things similar.

Chief Burkett stated that the three reports include arrival, or on-scene report; follow-up report; and progress report. He said the initial arrival report is a combination of a CAN report and a nine-line report, with the idea of providing a list of things you can or should say; if it does not apply, you should not say it at all. He stated that the scene reports were specific and hopefully would get everyone on the same page and establish a game plan. He said the idea of the initial on-scene report is that if it’s a structure fire, they want the initial company to announce their water-supply plan. He said as they look into the other guides being developed, they are looking at the first-in engine company

on hydrant areas to start laying hose in. He said that announcing the water supply plan will key up to the second engine to let them know they either need to hit the hydrant and make the connection, or they would have to do something else. He said that the primary attribute is that it sets up the water-supply plan prior to arrival.

Chief Burkett stated that the initial on-scene report should discuss the location or building description; it did not have to drill down into type, but just an area and estimate. He said they would talk about what they have, any life hazards, and considering making it a working incident—then establishing command. He said that after getting the 360-view is when they come up with the follow-up report. He stated that important aspects were basement identification and confirming floors and fire locations, which is extremely helpful in the case of split-level structures.

Chief Burkett said that if they need to, they can bring up the flow path, and they need to announce mode of operation, deviations from the FOG, and any safety messages such as power lines being down.

Chief Burkett stated that the progress report is given at the 10-minute mark into the incident; this could be 10 minutes after the crews go into the interior, 10 minutes after the incident started, etc. He said this was a fairly lengthy report and was done for multiple reasons: it captures the incident on the CAD screen for reporting purposes; ECC should be tracking all this so that any subsequent units can look through it while in route and know what was going on. He stated that this also helps the chief officers listening and wondering whether they would need to call people to get crews to come in the building, work on station transfers, and sets the status of the incident up for others. He said they would be marking out the units operating, the reason they were there, description of the area (building, field, airport, etc.), confirming the mode that you're still in or transitioning to, priority tasking/progress, situation outlook, exposures, and estimated time they would remain on scene.

Chief Eggleston asked if they also anticipated developing a field guide.

Chief Burkett responded that there would be multiple different guides rolled into the Command Manual, but each guide would have a "flip card" that outlines the tasks associated with it.

Chief Richardson said that from an ECC perspective, he appreciated not using names anymore. He also asked if Chief Burkett could provide the PowerPoint so it could be shared with members.

Chief Alibertis said that it's helpful to have a cheat sheet because if they get there first, they can at least give someone a report that means something, and everyone knows what to anticipate when they arrive.

Chief Burkett agreed, stating that he envisions command cheat sheets that provide on-

scene follow-up and progress reports, as well as definitions of modes of operation; there would also be cheat sheets for occupancy types.

Chief Grandstaff asked if this still needed to go before the full FEMS Board.

MOTION: Chief Grandstaff moved to advance the Command Manual to the FEMS Board for discussion and consideration. Chief Richardson seconded the motion, which passed unanimously (5-0).

VI. Next Meeting

A. Monday, March 7, 2022 at 1630 hours – Location TBD

Adjournment
At 17:15 hrs., the FEMS Executive Committee adjourned its meeting.

FIRE RESCUE
ALBEMARLE COUNTY
460 Stagecoach Road, Suite F Charlottesville, VA 22902-6489
Voice: 434-296-5833 FAX: 434-972-4123
www.ACFireRescue.org

ALBEMARLE COUNTY FIRE AND EMERGENCY MEDICAL SERVICES BOARD

EXECUTIVE COMMITTEE

ATTENDANCE LOG

Date: February 7, 2022

VOTING MEMBERS (OR DESIGNATES)

Chief Virginia Leavell (CARS): Virginia Leavell

Chief Todd Richardson (Earlysville): Todd Richardson

Chief Michael Grandstaff (Scottsville Fire): Michael Grandstaff

Chief Kostas Alibertis (WARS): Kostas Alibertis

Chief Dan Eggleston (ACFR): Dan Eggleston

GUESTS & OTHERS

Guest/Other	*Organization/Agency/Affiliation*
Heather Childress	ACFR
David Puckett	ACFR
Nicole Jones	A/V Specialist, Dept. of Information Technology
Christina Davis	ACFR
Jason Wilson	ACFR
Philip Burkett	ACFR
Duncan Miller	Stony Point Vol. Fire
Dustin Lang	Stony Point Vol. Fire

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ALBEMARLE COUNTY FIRE AND EMERGENCY MEDICAL SERVICES BOARD
EXECUTIVE COMMITTEE
ACTION RECORD

AGENDA TITLE/ISSUE:	**AGENDA DATE:**	
Approval of Consent Agenda	February 7, 2022	
MOTION:	**MOTION MADE BY:**	**SECONDED BY:**
Approve December Minutes	Chief Michael Grandstaff	Chief Todd Richardson
SUBSEQUENT MOTIONS/AMENDMENTS:		
1.		

CALL OF THE QUESTION:	**Yes**	**No**	**Abstain**
Deputy Chief Heather Childress (ACFR)	☒	☐	☐
Chief Virginia Leavell (CARS)	☒	☐	☐
Chief Todd Richardson (Earlysville)	☒	☐	☐
Chief Michael Grandstaff (Scottsville Fire)	☒	☐	☐
Chief Kostas Alibertis (Western Albemarle)	☒	☐	☐

I hereby attest that the foregoing is true and complete to the best of my knowledge.

Christina Davis
Clerk

February 7, 2022
Date

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ALBEMARLE COUNTY FIRE AND EMERGENCY MEDICAL SERVICES BOARD
EXECUTIVE COMMITTEE
ACTION RECORD

AGENDA TITLE/ISSUE:	**AGENDA DATE:**	
Command Manual	February 7, 2022	
MOTION:	**MOTION MADE BY:**	**SECONDED BY:**
To Command Manual forward to FEMS Board	Chief Michael Grandstaff	Chief Todd Richardson
SUBSEQUENT MOTIONS/AMENDMENTS:		
1.		

CALL OF THE QUESTION:	**Yes**	**No**	**Abstain**
Chief Dan Eggleston (ACFR)	☒	☐	☐
Chief Virginia Leavell (CARS)	☒	☐	☐
Chief Todd Richardson (Earlysville)	☒	☐	☐
Chief Michael Grandstaff (Scottsville Fire)	☒	☐	☐
Chief Kostas Alibertis (Western Albemarle)	☒	☐	☐

I hereby attest that the foregoing is true and complete to the best of my knowledge.

Christina Davis
Clerk

February 7, 2022
Date

Training Officers Meeting Agenda

February 2nd, 2022 at 1830

Welcome and Transition Update

- Chief Elliott's last day was Monday, January 31st
- Chief Matt Ascoli is now the point of contact

Current and Upcoming Courses

- Current
  - FFI
    - 18 students, have lost 7 since registration closed
    - 5 under the 70% threshold but the class has been given an extension on missed quizzes
    - Please check on CSOD registration for class and test, some are not in still
    - Bit of a rocky start and there are still some points of confusion that are being addressed
  - EMT
    - 7 students
    - All are solidly above the 80% threshold
- Upcoming
  - EVOC
    - Please check on CSOD registration, must be registered for all levels they're going for
    - 6 people didn't have CSOD accounts when the roster went to VDFP
    - Registration deadline in CSOD is February 7th at midnight
  - BPO/RWS – 12
  - April EVOC – 5
  - May EMT – 10
  - HMO – 26 (4 are on waitlist)
- Regional School – registration closes February 24th
  - Truck School – 52 (2 are on waitlist)
  - DMICO – 15
  - Elevator Rescue – 23 (3 are on waitlist)
  - Instructor I – 20
  - HMO – 16
  - HMO TtT – 5
  - ISO – 10
  - Ropes I – 27 (3 are on waitlist)

CPR Courses

- CPR enrollment number low
    - Only 32 students total in 2021
    - 21 were members
- Last course that was held, no one showed up
- CPR not needed for FFI anymore
- Will be moving to every other month model as a test starting in March (meaning it would be March, May, July, etc.)
- If you have a CPR instructor at your station and would like to do skills checks there, the Training Division can send the students codes to take the online portion

Cornerstone Registration

- Still struggling with account creation and course registration in CSOD
    - 7 of 24 didn't have accounts for FFI
    - 6 of 21 didn't have accounts for EVOC
- Review registration process
    - Registration in CSOD closes 7 days in advance (previously stated 10 days)
- Any progress on CSOD account creation being added to the onboarding process?
- Will start to transition to Training Officers being first point of contact and Division 3 as the secondary CSOD support system
    - This removes any middleman situation
    - It also allows the students to receive in person support rather than via email only
    - Virtual trainings will be held so station contacts/leadership can learn the process and documentation disbursed as guides

Job Postings within the Training Division

- The Training Division is hiring for the two positions listed below
- Applications being accepted through February 28th, 2022
- EMS Instructor
    - "The successful EMS Instructor will be responsible for assisting with developing, coordinating, and providing initial certification and continuing education for EMS training for career and volunteer personnel in the Albemarle County Fire Rescue System."
- EMS Education Coordinator
    - "The successful EMS Education Coordinator will be responsible for planning, developing, coordinating, and evaluating initial certification and continuing education for EMS training for career and volunteer personnel in the Albemarle County Fire Rescue System. Coordinates and takes an active role in Quality Assurance and Quality Improvement programs. Oversees the Field Training Office Program."

Revisit Registration and Waitlist Policy

- Need to decide how to handle out of locality registrants signing up for classes and potentially taking spots from members
- Two options exist within the current registration system to rectify the issue
    - Waitlist all registrants from the beginning and allocate spots when registration closes three weeks before class
    - Make registration private to keep outside of locality people from registering completely
        - What classes would this apply to?
- Leadership has said getting our members into classes is priority as that's the Training Division's mission, to train ACFR members
- It was decided that all fire classes will be set as private from the beginning
    - This will save all spots for our members
    - The 75% waitlist policy will still be in place to ensure all stations get their two allotted spots
    - Private links will be needed to register for any fire classes starting this fall and the April EVOC course
    - The EMS classes will still be posted publicly since they do not fill up almost ever and are often a recruiting mechanism

Live Burns

- January 15th session was the only one to run due to weather
- Makeup dates are planned for April, possibly the 10th and 24th but nothing has been finalized
- Going forward dates will be added to the Con Ed live burns that are held every October for the career staff
    - The goal is to deliver the same training to everyone within the system annually

Firefighter I & II TtT Course

- There is the possibility of hosting a FFI & II TtT course locally
- Participation within the system would help to bolster our cadre of instructors and provide better support for members at the station level
- Reach out to Chief Ascoli if interested
- A pretest has to be proctored for any TtT classes so Chief Berry is coming to ACFR's HQ on March 3rd

Pallets Needed

- Pallets are needed for the many upcoming burns and the Training Division is very low
- If anyone has a contact for sourcing pallets, please reach out to Chief Ascoli

Staircase at Training Center

- The staircase is still out of service since it did not pass inspection
- The issue has been elevated and is being handled by the Facilities department (FES)
- It will likely not be ready for a bit, but the timeline is unknown

Around the Room

- Station 2 is hosting an ICS 300 course that starts February 4th

How to Register for a VDFP Course

Registering for a VDFP course is a multi-step process. You will register in more than one place. Completing ALL steps is necessary to take the course and must be done before the class starts.

In a nutshell, the steps are as follows. See below for more detailed instructions.

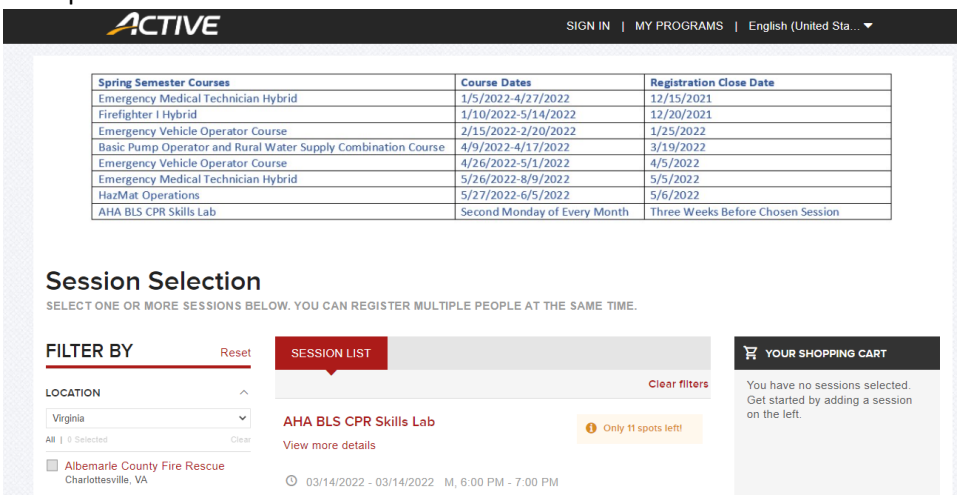
- Register in Active Network -ACFR's system
- Create an account in Cornerstone - VDFP's system
- Register for the class in Cornerstone (and possibly the test, too)

---

1. Obtain approval to take the class from your Training Officer

2. Register for the course through Active Network

   Example of the home screen:



3. Create an account in Cornerstone OnDemand before registration closes (three weeks before class starts) if you don't have one already

4. The Training Division admin will send an email asking you to register for the course in Cornerstone; this MUST be done 8 days prior to the class
    a. If your course has a test, you may also be asked to register for that

ACFR's Training Division has almost no access to Cornerstone. If you need help with the system or have questions, please speak with your Training Officer, or contact VDFP's Division 3 directly at 434-392-3277 or division3@vdfp.virginia.gov.

Recruitment & Retention Committee
Date: Monday, February 14, 2022
Time: 1803 hours
Location: Zoom – Virtual Meeting

A virtual meeting of the Recruitment and Retention group was held on Monday, February 14, 2022, at 1802 hours.

Those that were in attendees are as follows:

Heather Childress, Albemarle County Fire Rescue
Dwayne Williams, East Rivanna Vol. Fire
Christopher Tomley, North Garden Vol. Fire
Brady Boos, Crozet Vol. Fire
Paul Hayslett, Stony Point Vol. Fire
Jeff Bozzone, Seminole Trail Vol. Fire
Sherri Frantz, Charlottesville Albemarle Rescue Squad
Christina Davis, Albemarle County Fire Rescue

I. Reimbursement Program Update
Chief Childress stated the Reimbursement Program was submitted for review with the budget. The budget review will be sometime in March or early April. Chief Childress ask each Recruitment and Retention member to talk with your department to start thinking about how to record your member's time volunteering or percentage of calls they run. This can be tracked for six months or a year. Chief Childress would like to also know what other items might need to be done, if the Reimbursement Program is adopted as a part of the budget? Depending on when the budget is reviewed, Chief Childress may have an update by the next meeting.

II. Onboarding
Christina Davis will be working with Damon Pettitt to get the Onboarding PowerPoint and documentation on the ACFR Hub. Chief Childress asked the stations if they have had any problems with onboarding. No problems were reported.

III. Join Website
The updates to the Join Website are ready to be activated. However, the updates have not be activated yet, as there is a slight issue with emails going out when a submission is received. Ms. Davis is working on this issue and she hopes to have it resolved in the next week or so. After the email issue is resolved, Ms. Davis will activate the updates to the site.

IV. Fingerprinting
Battalion Chief Bozzone asked about other ways to check potential member's background checks, as the fingerprint process has changed to where a person has to be affiliated through OEMS with a department in order to get an appointment to get their fingerprints completed. Chief Childress will check with OEMS to get some clarification on timing for fingerprinting and affiliation to send out to the group along with a breakdown of the updated process.

V. Sirens

Sirens will move from four publications to three publications. The Fall/Winter issue is about to be published. Chief Childress would like to see more agencies submit an article or celebrations for Sirens. The next issue is the spring issue. Please send an article or celebrations to acfrsirens@albemarle.org.

VI. Physicals – Life Scan

Chris with North Garden shared member's feedback from the Life Scan physical. Their members said this was a good process and would like to see these continued. Chief Childress said for onboarding the physicals would still have to go through WorkMed, as Life Scan physicals have to be scheduled for a set date and for a set number of members. Chief Childress would like other agencies to bring feedback from their members on how they think the Life Scan physicals went at the next meeting.

The meeting adjourned at 1823 hours. The next scheduled meeting is on Monday, April 11 at 1800 hours.

PREFACE

Effective command procedures are essential for all fire and rescue operations, regardless of the magnitude or the number of resources committed for the mitigation of the incident. Structured incident command procedures must be in place and used on all incidents to avoid confusion. As an incident grows and intensifies, more supervision, management, and support functions are required. The goal of an effective incident command system is to increase the safety of operating personnel, enhance the safety of the public, eliminate confusion, decrease property loss, and ultimately, prevent the loss of life.

This Incident Command System Guideline is compatible with the National Incident Management System (NIMS).

OVERVIEW

The Incident Command System (ICS) is a management tool which enables fire and rescue officers to manage efforts to mitigate any incident regardless of proportion. To effectively manage personnel and resources and to provide for their safety and welfare, ACFR will always operate within the ICS at emergency incidents. The Incident Commander (IC) title applies equally to a company officer as it does to the Department's Chief, regardless of the nature of the incident.

The ICS organization can expand and contract to meet the needs of the incident. All incidents, regardless of size or complexity, will have an IC. A basic ICS operating principle is that the IC is responsible for on-scene management until command authority is transferred to another person, who then becomes the IC.

Management of an incident must not be left to chance upon the arrival of the initial unit officer. Command procedures must begin immediately. The analysis and management of an incident must follow a well-defined and practiced system of incident command procedures. The ICS provides the needed management tools to coordinate the resources assigned to mitigate the incident.

SECTION 1 – INCIDENT COMMAND

INITIAL ACTIVATION OF THE INCIDENT COMMAND SYSTEM

Emergency incidents are inherently complicated and often present challenges that are rapidly changing. An effective and organized command structure will assist in eliminating confusion at incidents and will assist in personnel accountability.

The IC is tasked with developing an incident action plan and managing the resources assigned to mitigate the incident.

Initially, the first positions to activate are those involved in the management of operational duties (fire suppression and/or emergency medical services). This provides the IC with information on the location, progress, and status of committed resources. Members may be divided into suppression, EMS, and support function resources.

Incident Command procedures shall be initiated, and a command statement made when three or more companies are investigating an incident or actively engaged in operational tasks.

This makes it perfectly clear to all units en route and on-scene that someone has established "Command" and that any subsequent unit actions or observations must be communicated and coordinated through "Command".

Early establishment of command provides the basic infrastructure for effective deployment and accountability of resources.

Establishment of ICS at Incidents

Routine medical calls do not require formal implementation and announcement of the ICS. It is inferred that during dual unit (suppression and EMS) responses the officer from the suppression function dispatched to the call will assume the responsibilities of the IC (requests for additional resources, notifications, etc.) unless otherwise established. This does not mean that the suppression officer oversees EMS care, only that the suppression officer is the inferred IC for the totality of the incident. Additionally, on transport only responses, it is inferred that the Attendant in Charge shall assume the responsibilities of the IC.

Single Unit responses shall operate with the officer in charge being responsible for all ICS components.

The ICS should be implemented anytime the incident officer feels his or her span of control has become saturated and the need for additional management exists.

Examples of such situations may include, but are not limited to:

- Vehicle accidents that require the efforts of an engine company, squad company, and a transport unit.
- Medical calls (resulting from violence, etc.) with multiple patients and/or multi-agency response.
- A brush fire where several suppression units are assigned and operating remotely from one another.
- Working structure fires of any magnitude.
- Hazardous material incidents, including natural/LP gas leaks.

- Technical rescue incidents involving complex or extensive operations such as building collapse, below-grade rescue, train derailment, aircraft accident, etc.
- Marine operations.

Designation of Command

The first arriving officer shall advise the emergency communications center that the ICS is implemented using the term command.

Generally, the officer of units is defined as:

- BC and Chief Vehicles: Officer is the trained person assigned in a Chief role.
- Engines/Trucks/Squads: Officer is the trained person in the front right seat (Bravo designation).
- Transports: Officer is the highest trained person for the dispatched incident.
- Brush Trucks: Officer is the highest trained person, typically in the front right seat.
- Tankers: Officer is the highest trained person.

In all cases, the Incident Commander should not be involved in other activities that remove them from command operations of the incident. However, if an Incident Commander must be involved in task level activities such as pumping, firefighting, or extrication, they shall either transfer command to the next available command officer or transfer their task level duties to the next appropriate person in order to retain command.

The first arriving resource activates the command process by giving the initial radio report. The initial radio report should include:

- If applicable, announce water supply plan, preferably prior to arrival
- Unit designation of the arriving unit
- Location Description; examples may include:
    - Building type, height, occupancy, construction type
    - Roadway
    - Area description
- Confirmation and/or description of incident conditions; examples may include:
    - Nothing showing
    - Smoke showing
    - Fire Showing
    - Entrapment
- Known life hazard and exposures
- Consider need for "Working Incident" declaration
- Establish Command with seat designator (E111B)

On Scene Report Example: ECC from E111 – Go ahead E111 – E111 is on scene of a two story, brick, residential with smoke showing and vehicles in the driveway. Make this a Working Incident. E111B will have Main Street Command. Next due engine, complete the water supply at the hydrant. Update after walk around.

The Incident Commander shall then complete a 360 assessment of the incident (as able) and provide an update. The 360 assessment should assess:

- Credible information given by occupants or bystanders
- Basement or slab identification
    - Basement access identification
- Confirmation of floors seen from the front vs the rear and label floors
- Confirm life safety status
- Determination of flow path
- Control utilities or acknowledgment of location
- Determination of mode of operation
- Any deviations from the FOG and Safety Messages

Follow-up Radio Report Example: ECC from Main Street Command – Go ahead Command – 360 complete, 2 stories in the front 3 in the rear on a walkout basement; basement is clear. Labeling the floors Basement, One, Two. Confirming smoke showing from the second floor of side Bravo where side Alpha is the street. We will be in Rescue Mode and will be resetting the fire and making entry on side Alpha for fire attack. Dispatch a second alarm.

On incidents where the first arriving officer will not be involved in tactical functions, the officer should establish and announce a physical location of the command post (e.g., "E56 on the scene, E56B assuming Scottsville Road Command at the front of E151").

Command Options

The responsibility of the initial Incident Commander presents several options that are situation dependent. If a Chief Officer or member without tactical capabilities (i.e., staff vehicle, no equipment, etc.) initiates command, the establishment of an Incident Command Post should be a top priority along with the initial and follow-up radio reports. At most incidents, the initial Incident Commander will be a Company Officer. The following command options define the Company Officer's direct involvement in tactical activities and the modes of operation that may be utilized.

Strategic Modes:

Incident strategy will fall into one of four general modes: Investigative, Offensive, Rescue, or Defensive. The strategic mode shall be announced by the initial IC with any changes in strategic mode also being announced by the IC.

Investigative Mode:

These situations generally require investigation by the initial arriving company while other units remain in a staged mode. The officer may go with the company to investigate while utilizing a portable radio, or they may remain stationary and assign other resources to support the company. This mode shall be utilized when the arriving company does not readily identify any emergency upon arrival.

Offensive Mode:

These situations are those in which the initial arriving officer/Incident Commander deems the incident does not indicate an imminent rescue of human life. During structure fire operations, this mode will typically begin with a quick exterior "reset" of visible fire and transition to an interior attack once adequate resources (Two-In, Two-Out) have been established on scene. Personnel operating in Offensive Mode should be mindful that the objective is to keep personnel out of an IDLH environment. If operations can begin in an area of safety and outside of an IDLH then that is acceptable and expected.

Additionally, these incidents will typically require a "Working Incident" (see Working Incident explanation later in policy) be announced by command.

It is important to note and to understand that this mode is a strategy and does not indicate tactics. Personnel may operate in Offensive Mode and at the same time utilize defensive tactics prior to transitioning to traditionally offensive tactics. These tactical shifts may occur at any point during the effort to stabilize the incident. An example of this is the utilization of deck guns and other high flow streams from the exterior to obtain sufficient knock-down of fire prior to transitioning to an interior attack with handlines.

Rescue Mode:

These situations are those in which the initial arriving officer/Incident Commander determines that there are critical life safety situations present. During structure fire operations, this mode shall be utilized for suspected or known trapped occupants or firefighters. Additional structure fire operations that require Rescue Mode include incidents involving multi-occupancy dwellings (nursing homes, apartment buildings, mixed use occupancies, etc.) as multiple occupants will likely be impacted by hazardous atmosphere(s) in addition to fire. Moreover, some scene indicators may point to needing to utilize the Rescue Mode strategy in the absence of confirmed entrapment such as vehicles in the driveway, open doors, time of day, toys in yard, etc. This mode is also an appropriate and expected action when faced with similar situations requiring immediate action to prevent loss of life such as structural collapse, confined space, and/or trench rescue. This mode allows companies to forgo the two-in, two-out requirement; however, this mode does not allow for misplaced actions and all actions must be intelligently calculated with a direct goal of preventing loss of life. Rescue Mode shall end, and operations should transfer to an alternate mode once all rescues have been made, the suspected rescues have been determined to not exist, or rescue is determined too NOT be possible. Rescue Mode should not be used for incidents where the occupancy is unknown and there are no reasonable indicators of occupancy.

All Rescue Mode incidents shall require that a "Working Incident" (see Working Incident explanation later in policy) be announced by command. Additionally, the initial Incident Commander, regardless of rank, should consider requesting additional alarm(s).

Defensive Mode:

These situations are those in which there are no life safety issues present and/or the threat to operating personnel is too great. In incidents involving structure fire operations, Defensive Mode should be utilized when the fire has damaged the structure beyond the point of safely operating anywhere on the interior and no amount of fire suppression will render the structure safe for interior operations.

Defensive Mode is essentially a "holding action" used to keep the incident from spreading and protecting exposures.

Tactical Considerations:

Defensive mode fires still pose a risk to personnel. One of the greatest risks during defensive operations is that of structural collapse. Incident Commanders shall establish and maintain appropriate collapse zones during defensive operations.

Two-In, Two-Out

The Virginia Occupational Safety and Health Commission (VOSH) enacted legislation that establishes parameters for minimum staffing levels during initial firefighting operations. These parameters focus on the minimum level of personnel who must be on the scene before committing personnel to enter any hazardous area where there is an immediately dangerous to the life and health (IDLH) atmosphere.

The term "two-in, two-out" refers to incident scene operations where the minimum number of firefighters (two) may enter an IDLH while a minimum number of firefighters (two) remain outside the IDLH area as the "stand-by team" to monitor the activity of the interior crew and effect rescue if necessary.

This minimum number applies during the initial stages of operations and may be increased, but never decreased, unless justified by the unit officer in charge (OIC) based on known or perceived life hazard.

The two-in, two-out rule is applicable to those incidents (during the initial stages of operations) where there may be a hazard to firefighters entering the IDLH area. Effective and efficient pre-planning will allow greater coordination of effort during the times insufficient staffing is immediately available during initial operations. It is imperative that all firefighters operating within any hazardous area always operate in teams of two or more; maintain constant communication with each team member through visual, audible, physical, or safety device; and maintain close proximity to each other to aid in case of an emergency. Therefore, units with less than four members shall not enter an IDLH until another fire department unit arrives, unless the OIC has confirmed or identified a perceived life hazard.

Officers must apply effective size up skills before committing a crew with less than four members on-scene. If indicators of life hazard are present, rescue and support functions may be initiated, and the mode of operation shall be Rescue Mode. The entering of an IDLH area without four personnel on the scene shall be announced on the assigned radio channel by the officer initiating the action. Likewise, if an incipient stage fire is expected and immediate actions will limit loss of property then entry may be made to effect suppression and the deviation from two-in, two-out during an offensive fire shall be announced on the assigned radio channel by the officer initiating the action.

Working Incident

Many incidents may require many apparatuses and/or personnel to be committed for an extended period.

Examples include, but are not limited to:

- Structure Fire where multiple lines are required to control the fire.
- Mass Casualty Incident (MCI) with more than 10 patients.
- Hazardous Materials Incident with Level A entry.
- Complex Technical Rescue Incident such as a high angle rescue, confined space, structural collapse, or trench rescue.

Declaration of a Working Incident

On incidents such as these, it shall be the responsibility of the Incident Commander to declare a "Working Incident" as soon as practical and if information warrants, the declaration may be made prior to the arrival of units. This will ensure the appropriate resources are assigned and/or added to the incident and that appropriate notifications are initiated.

- Any emergency responder may initiate a working incident.
- If a communications officer is receiving credible information that indicates the working incident criteria has been met, responding units, particularly the Chief Officers, shall be notified.
    - If, in the communication officer's opinion, the incident meets the working incident criteria and no units are responding, a working incident shall be declared.
- In all cases, if a chief officer is responding, the decision to upgrade the call will be at their discretion.

Upon declaration of a working incident the actions outlined in Table 1 should be taken by the communications officer for the corresponding incident. The ACFR Battalion Chief, Duty Officer, and/or District Chief shall evaluate system wide resources and consider the need for station transfers, mutual aid, and/or hire backs.

Call Type	Actions
➢ **Structure Fire** *Example:* Structure Fire where multiple lines are required to control the fire	• Upgrade the call to appropriate structure fire dispatch as necessary • Dispatch the **WORKING FIRE DISPATCH** (dispatch two additional engine companies and one additional ALS transport unit) • Alert the "All County" tone and notify a "working fire in [station X's] district has been declared at [location]" • Notify ACFR Duty Officer • Notify ACFR FM to respond • Notify ACPD • Notify appropriate gas, electric, and water utilities
➢ **MCI** *Example:* Mass Casualty Incident (MCI) with more than 10 patients	• Upgrade the call to the appropriate level of MCI as necessary • Alert the "All County" tone and notify a "working MCI in [station X's] district has been declared at [location]" • Notify area hospitals of MCI and the number of possible patients if known • Notify ACFR Duty Officer
➢ **Hazardous Material (HM)** *Example:* Hazardous Material Incident with Level A entry	• Upgrade the call to the appropriate level of HM as necessary • Alert the "All HM" and "All County" tone and notify a "working HM in [station X's] district has been declared at [location]" • Notify ACFR Duty Officer
➢ **Technical Rescue (TRT)** *Example:* Complex Technical Rescue Incident such as high angle rescue, confined space, structural collapse, or trench rescue	• Upgrade the call to the appropriate level of TRT response as necessary • Alert the "All TRT" and "All County" tone and notify a "working Technical Rescue in [station X's] district has been declared at [location]" • Notify ACFR Duty Officer
➢ **Brush Fire**	• Upgrade the call to the appropriate level of brush fire as necessary • Alert the first due general membership tone and notify a "working brush fire in [station X's] district has been declared at [location]" • Notify VA Department of Forestry • Notify ACFR Duty Officer
➢ **Cardiac Arrest**	• Upgrade the call to a Cardiac Arrest if necessary • Alert the first due Fire and EMS Duty tones and notify a "working cardiac arrest in [station X's] district has been declared at [location]" • Notify ACPD for response
➢ **Extrication**	• Upgrade the call to a MVC with entrapment if necessary • Alert the first due Fire and EMS tones and notify a "working extrication in [station X's] district has been declared at [location]" • Notify ACFR Duty Officer
➢ **Other** *Example:* Search for missing person, large evacuation, etc.	• Upgrade the call to the appropriate level of incident as necessary • Alert the first due fire and EMS general membership tone and notify a "working incident in [station X's] district has been declared at [location]

Table 1: Working Incident Actions

Working Fire Dispatch

The *Working Fire Dispatch* (WFD) will be dispatched for all structure fires that are made Working Incidents. Fires in structures often require more personnel than are available on the initial alarm. Additionally, it is understood that any rescue that may be required of fire service personnel will require more personnel than are generally available on the primary dispatch assignment and will overwhelm the initial RIT. The Working Fire Dispatch is meant to provide additional personnel/apparatus for those reasons.

Personnel shall transmit a Working Fire Incident in compliance with the Working Incident Policy. All notifications as outlined in the policy shall occur. Additionally, ECC shall dispatch two additional engine companies and one ALS transport unit. These units shall be utilized to bolster efforts on scene at the direction of the IC. If, at the discretion of the IC, the units associated with the Working Fire Dispatch are not needed on the scene, the IC may still declare a Working Fire Incident and direct ECC to hold the Working Fire Dispatch units. This allows for all notifications, as outlined by policy, to take place but no additional units will be added to the incident. Additionally, if a second alarm is requested to the scene, the Working Fire Dispatch units will make up a portion of the second alarm and ultimately reduce the number of units required to fulfill the second alarm assignment.

Tactical Considerations:

Engines: The engines dispatched as part of the WFD shall respond and report to Staging unless directed otherwise by the IC. The first arriving unit of the WFD may need to establish a staging location and assume the role of the Staging Area Manager. Upon arrival, personnel shall be ready to fulfill operational roles at the direction of the IC. The roles will generally involve relieving units currently operating within the IDLH or bolstering the current RIT. If the incident is occurring in a large or multi-level occupancy, the IC may direct personnel to expand the RIT to different floors or areas.

ALS Transport Unit: The ALS transport unit dispatched as part of the WFD shall respond and position themselves in preparation for rapid egress. Generally, this transport unit shall be reserved for the treatment of personnel operating on the scene. The primary role of this unit should not be suppression activities unless directed by the IC. If this unit is tasked to suppression activities, then the IC shall request an additional ALS Transport Unit.

Transferring Command

The process of moving the responsibility for incident command from one Incident Commander to another is called "transfer of command." It should be recognized that transition of command on an expanding incident is to be expected. It does not reflect on the competency of the current Incident Commander. The objective of transferring command is to strengthen the management function and provide increased support for operational resources.

The incoming Incident Commander should perform an assessment of the situation with the existing Incident Commander, to the extent possible. This assessment should include an overview of the situation, the incident action plan, resource assignments, and any outstanding needs. Whenever possible, this briefing should take place face-to-face.

Once the briefing is complete, the new Incident Commander shall notify ECC and all units assigned to the incident of the change in command. The person relieved of command may then be reassigned as necessary.

Upon the arrival of the dispatched command officer the following actions should be addressed if the need to transfer command exists:

- Confirm the command is appropriately named and reflects the geographical location of the incident (e.g., *"Rio Road Command"*).
- Assess a suitable location to set up the incident command post.
- The specific designation of command helps keep communications concise during complex incidents. The designated name of command should not change during an incident.
- A clear view of the incident scene is extremely important. Sufficient space for access and egress of additional units into the area should be considered.
- The standard radio designation of command stays with the IC throughout an incident regardless of whether the IC is a company officer or a chief officer and is automatically transferred as the position of IC is transferred.
- The chief officer assuming command shall contact the current IC face-to-face if possible, which is why it is imperative for the initial command location to be announced.
- The person being relieved of command will brief the officer assuming command, indicating at least the following:
    - Situation Status (upon arrival and current)
    - Incident objectives and priorities (Incident Action Plan)
    - Current organization, strategy, and tactics
    - Resource assignments and location
    - Resources en route and/or ordered
    - Communications plan
    - Prognosis, concerns, and related issues

In all instances, the transfer of command is only complete when the transfer has been confirmed and announced.

Staging

One of the first responsibilities of the IC at an emergency incident is to identify the need for and request additional alarms or specific resources.

Efficient management of fire and rescue resources assigned to an incident may require the establishment of a staging area for those resources not committed to incident operations.

Staging describes a standard system for assembling apparatus and personnel before assignment at an incident. The Staging Manager shall report to the Incident Command on typical incidents and to the Operations Chief on incidents of large scale. The IC or the Operations Chief is responsible for designating the staging area.

The staging area location should be in an area remote from, but easily accessible to, the incident scene. The ideal staging location should allow staged units to reach the incident within three minutes of receiving an assignment. Staged units shall minimize reflex times.

The IC or Operations Chief has the option to assign the Staging Manager. In the absence of such an assignment, the first engine company officer to arrive at the staging area shall assume or assign the role of Staging Manager. Depending on the size and complexity of the incident, a single crew member or the entire crew may be used to manage the staging or base function of the incident. Due to the limited number of truck and squad companies, only engine company officers or crew members shall serve as Staging Managers.

For clarification purposes, a Base Area Manager will be typically assigned at incidents that are large-scale and long-term. Base will also be established at structure fires where the staging area is located separate from the apparatus, such as at a high-rise building or shopping mall fire. Base is the location at which the apparatus is parked. Base reports to Logistics or to the IC.

The Staging Manager shall compile a log of available apparatus and personnel.

If an additional radio channel is utilized for staging that channel must be monitored by the IC and the Staging Manager should also monitor the tactical channel. Units assigned to staging should remain on the channel assigned to staging until deployed to operational areas at which time they will switch to the tactical channel.

Units coming out of Rehab will report to the Staging Manager when released for another assignment. In the absence of a Staging Manager, the Company Officer shall notify the IC when the crew is done in Rehab and available for redeployment.

The Staging Manager and the IC or Operations Chief shall work together to manage an appropriate number of resources necessary for incident mitigation.

Rapid Intervention Team (RIT)

The Incident Commander shall be responsible for ensuring that the RIT function has been assigned as defined in the *Rapid Intervention Team Command and Operational Guideline.* The procedures outlined in that guideline apply to all fire and rescue department operations where personnel are required to enter hazardous environments that present an immediate danger to life and health (IDLH). Although the procedures have been developed primarily for structural fire events, they also apply to hazardous materials incidents, technical rescue incidents, and any other incident deemed to pose such a hazard.

There is a narrow window of survivability for a firefighter who is trapped or out of air. Individual firefighters and Company Officers must not delay reporting to Command if they become lost, trapped, or are otherwise in need of assistance. Additionally, personnel must not delay reporting to command that they cannot account for all members of their crew. Command officers must always assume that the missing firefighter is lost in the building until located.

The fourth engine assigned to structure fire dispatches shall be the RIT apparatus. This unit shall announce on the tactical channel their arrival on the scene and confirm the assignment and location. The IC shall echo on the tactical channel the unit assuming the RIT assignment.

The IC must be proactive in increasing the level of RIT capability based on the dynamics of the incident. The addition of the Working Fire Dispatch units may be used to bolster the RIT capabilities and depth.

Personnel Accountability System

Personnel accountability must be an integral part of the command process. Accountability procedures enhance the safety of personnel operating on emergency incidents by providing the Incident Commander with a system to track the number of members and their area(s) of operation. This information is vital, especially when an evacuation occurs, or a serious event happens that requires immediate accounting of all members involved.

The Personnel Accountability System is initiated when the first unit arrives on the scene and continues until the IC determines it is no longer necessary. Accountability responsibilities expand as the Incident Command System expands. Accountability procedures shall be strictly followed to ensure the effectiveness of the system and the safety of all members.

The Personnel Accountability System does not reduce the company officer's primary responsibility to supervise crew members, provide for their safety, and maintain communication with Command.

All incidents occurring within Albemarle County shall utilize the Personnel Accountability System as defined in SOG_OPS_019.

The Initial IC and Operational Build-Up

The first due officer is the initial IC.

The initial IC is responsible for performing the functions of command, which are:

- Arrive, assume, and announce command.
- Evaluate situation (size-up).
- Communications.
- Identify strategy and develop an incident action plan.
- Deployment of resources.
- Incident organization.
- Review, evaluate, and revise incident action plan.
- Continue, transfer, and terminate command.

Under most circumstances, the initial IC will be the officer of the first-due engine company. This officer shall give a name to command and identify themselves by that name. For example, "E56B will be holding Rockfish Gap Turnpike Command." Until such time as command is transferred, the unit in command shall identify themselves on the radio as Command. Once command is transferred, the unit will revert to their unit designator (E56) or to their assigned group/division (Fire Attack)

If the squad or truck company happens to arrive first at the incident, the officer should consider the arrival time of the first engine prior to assuming command. If the engine company is delayed, the truck or squad officer is obligated to assume command and to direct incoming units. The unit in command should notify the first due chief of the need to transfer command.

Due to the limited number of squad and truck companies responding and their specialized functions, engine company officers should routinely handle the incident command responsibilities in the absence of a chief officer.

In most instances, the command officer is relatively close to the scene. However, when the first engine's responsibilities indicate a need to transfer command and the Chief will be delayed, the initial Incident Commander will assign command to a later arriving unit officer. The company officer placed in the command position will have the balance of their crew available for tasks. The officer should have a general guideline or plan in place in anticipation of this situation. Crew unity should be maintained whenever possible. Considering the experience of the crew and the incident priorities, options may include:

- Assist the officer with command post functions,
- In the event the members are of equal rank and assigned to a task without the company officer, a crew leader must be appointed, and/or
- Assign the crew to the second line and place them under the supervisor of the initial attack line.
- If the crew is appropriately staffed and has a group leader then they may be utilized to perform tasks within their arrival order.

Each situation will dictate different needs. Appropriate supervision is the objective. For example, assigning two inexperienced firefighters to an attack line on a basement fire is not appropriate.

The initial IC will be operating on all three organizational levels; strategic, tactical, and task, so they must be efficient in the use of their time.

The officer will state that they will be "command" and assign a name based on the geographic location of the incident. For example, an incident at 505 West Rio Road would be "Rio Road Command." By naming command, confusion can be reduced during peak incident periods where several working events are not uncommon. Additionally, incidents on roadways, such as the Interstate, should include the mile marker within the name ("I-64 MM 124 Command").

The initial IC should not normally need to make assignments to other units unless conditions require a change from the assignments outlined in the Fireground and Emergency Operations Manual, associated Guidelines, and Standard Operating Procedures. On those incidents that are not covered by standing guidelines and/or procedures, the initial IC will need to make unit assignments.

Command responsibility rests with the initial arriving officer until the officer who will assume command arrives on the incident scene.

Transferring command to a responding officer not on the scene creates a gap in command and compromises incident management. To prevent this gap in command function, the command position cannot be transferred to an officer who is not on the scene, including a chief officer.

In situations where command is transferred via the radio, both officers shall confirm the transfer. Command may be transferred only once at the company officer level.

If the second-due engine arrives on the scene and it is unclear if command has been established, the officer shall contact the first arriving officer to clarify the command assignment.

The following actions establish the basic infrastructure for effective incident command as the incident progresses:

- Voiced on-scene/situation report, which shall include a reconnaissance lap (360) around the structure or a view of the rear whenever possible.
- Size-up and risk/benefit analysis.
- Formal announcement of the establishment of command.
- Identification of the overall strategy, mode of operation (Investigative, Rescue, Offensive, Defensive) and tactical assignment.
- Assessment and request of additional resources.
- Effective tracking of tactical assignments, units, and personnel.
- Transfer of command upon the arrival of a ranking officer.

Size-Up

When the initial assessment of an incident has been completed, management of the incident begins. Size-up is the foundation of incident management. Decisions made during size-up determine strategic goals and tactical objectives and identify the operations necessary to achieve the goals and objectives.

Key considerations when sizing up an incident are:

- What is the problem?
- Where is the problem and is the problem moving?
- Who or what is in danger because of this incident?
- What are the safety considerations?
- What additional resources are needed?

Based on the initial size-up, the IC should set objectives at fires within the following areas:

- **R**escue
- **E**xposures
- **C**onfinement
- **E**xtinguishment
- **O**verhaul
- **V**entilation
- **S**alvage

Factors that affect establishing of objectives at Mass Casualty incidents would include:

- Severity of injuries
- Access to victims
- Number of victims
- Location
- Weather
- Accessibility to Scene

In conducting the initial size-up and setting operational objectives, the IC must be concerned with the possibility of incident escalation (increased seriousness or complexity) and shall formulate a plan to meet this potential.

When escalation occurs, the IC shall activate additional component functions of the ICS as required. **Safety and accountability of personnel shall be given prime consideration on every incident.** This system will allow ICs to use available resources most effectively to accomplish the primary operational objectives.

Critical Benchmarks

Critical Benchmarks are events that should occur during an incident and indicate progress towards the mitigation of the incident.

The IC shall communicate the following benchmarks to the Emergency Communications Center for structural firefighting incidents as they occur/are completed:

- Water Supply Established: Continuous and uninterrupted supply from a hydrant is established or both the dump site and fill site are established.
- Working Fire Declaration: Declaration made to ECC and operating companies when multiple lines are needed for the control of the incident.
- Contained: The fire is not likely to spread beyond its current area.
- Primary Search Completed: Companies have completed first search of the searchable area(s) within the structure or area.
- Fire Extinguished: All visible and known fire has been extinguished.
- Secondary Search Completed or All Clear: Companies have completed a second and thorough search of the searchable area(s) and confirmed the absence of victim(s).
- Loss Stopped: Generally, the time after overhaul and all damage from fire, water, and / or suppression efforts have ceased.
- Under Control: This communication should be used with caution as this communication releases legal authority for fire service personnel to remain in control of the scene. Under Control indicates that there is no additional hazard present, and the property may be returned to the property owner(s). Prior to this communication, consult should be made with the responding Fire Marshall.

The IC shall communicate the following benchmarks to the Emergency Communications Center for EMS related operations and blended incidents:

- ROSC: Return of Spontaneous Circulation has occurred in a cardiac arrest patient
- Patient Extricated: Patient has been removed from the entanglement

It is important to note that public safety personnel may operate at a multitude of incidents that do not directly involve fire suppression or medical care. Those incidents may include critical benchmarks as well and the IC should communicate critical events as appropriate.

Progress Reports

Progress reports are radio reports that provide information on the evolution of an incident. Progress reports may indicate that an incident is continuing to escalate or is being brought under control. Progress reports should represent a picture of the activities underway and the degree of success of the operation.

The first progress report should be given 10 minutes into an operation. Subsequent progress reports should be given after each PAR check and can be much shorter and succinct than the first. However, if the overall strategic mode has changed, the format for the first progress report should be repeated.

Progress reports are intended to keep officers and companies informed on incident status, to keep Duty Officers, who are managing the system during large scale incidents, informed on incident status, and to provide a recorded documentation of the incident. Units that are still responding or who have arrived at Staging or Base should pay particular attention to progress reports in order to understand the situation before becoming engaged.

The elements of the first progress report are provided below along with an example (elements may be omitted if not pertinent to the incident):

1. **ECC from (named) Command**
2. **Address (specific / intersection / area of / etc.)**
3. **Units / Alarm Compliment in use**
4. **Reason for use (fire, HTR, hazmat)**
5. **Description of (Building, Area, Vehicles, etc.)**
6. **Mode of Operation**
7. **List priority taskings and progress (Fire Attack, Primary Search, Extrication, HM entry, etc.)**
8. **Situation outlook**
9. **Exposure(s)**
10. **Expected time remaining**

Note: The first progress report is quite comprehensive. This provides the best picture of the incident and its development.

Initial progress report example:

- "ECC from Seminole Trail Command. *Go ahead command.* At 1700 Seminole Trail, all units are engaged from the first alarm for a fire on the third floor. Building is a four-story multiple family dwelling, 50' x 100', wood-frame construction. We are operating in rescue mode. Primary search is negative on the fire floor and still underway on the floor above. Fire is on one floor with 25% involvement. We have three lines deployed and two in operation. Horizontal ventilation is underway. The fire has been contained, but not yet extinguished. Exposure Alpha is the street, Bravo is a similar building, Charlie is a courtyard, and Delta is a restaurant. We will be holding units in excess of two hours."

Follow-up progress report examples:

- "ECC from Seminole Trail Command. *Go ahead command.* We are continuing to use all units. Fire is still not extinguished but is contained. Primary search is complete and negative. Continuing to hold all units for an undetermined amount of time."
  "ECC from Seminole Trail Command. *Go ahead command.* Fire is extinguished and loss stopped. We are evaluating resource needs and will be releasing some units in the next 15 minutes."

IDENTIFICATION OF BUILDING SIDES/GEOGRAPHIC AREAS

Common terminology is a founding principle of ICS. The ICS uses alphabetical phonetic identifiers for the designation of building sides, quadrants, and exposures.

Used alone, the alphabetical letters are easily misunderstood over the radio. Therefore, the "International" Phonetic Alphabet shall be used to designate building sides/areas. The phonetic alphabet consists of:

Alpha, Bravo, Charlie, Delta, Echo, Foxtrot, Golf, Hotel, India, Juliet, Kilo, Lima, Mike, November, Oscar, Papa, Quebec, Romeo, Sierra, Tango, Uniform, Victor, Whiskey, X-Ray, Yankee, Zulu.

Determination of Building's Exterior Sides

Side **A**lpha: The side of the building, which is utilized as the building address. In most cases, this would be the side that includes the main entrance or foyer, Figure 1.

Side **B**ravo: The left side of the building, when facing Side Alpha.

Side **C**harlie: The opposite side of Side Alpha.

Side **D**elta: The right side of the building, when facing Side Alpha.

Figure 1: Building Exterior Side Terminology

In those situations where the building location or configuration is unusual, the officer shall designate the sides of the building using a landmark, (e.g., parking lot, swimming pool, etc.)

All radio transmissions shall reflect the appropriate side or exposure. (Examples: "The command post will be located on Side Alpha at BC201's vehicle." "Engine 45 on the scene, smoke showing on Side Charlie.")

Geographic Designations

Interior Identification Process

The interior of the building shall be divided into quadrants Alpha, Bravo, Charlie, Delta, and Echo, starting at the left front of the building and where Echo is the center, Figure 2. Again, the international alphabet shall be used when identifying the quadrants. The floor number shall be used to identify the level of the building. (Example: "Engine 121, check the 5th floor, quadrants Alpha and Bravo.")

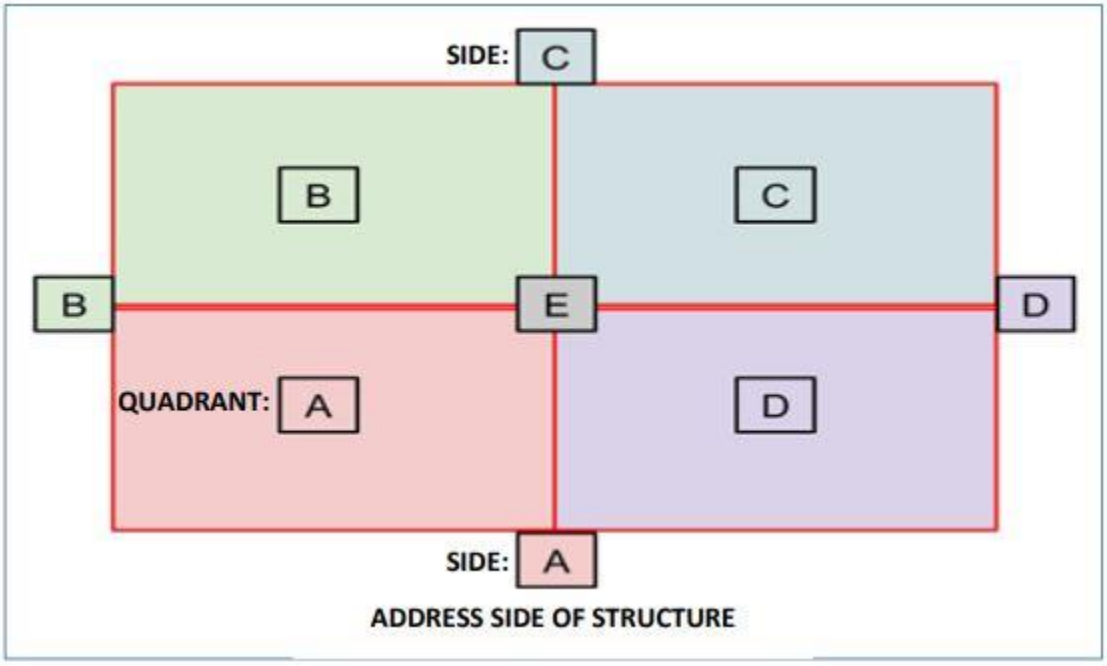


Figure 2: Interior Quadrant Terminology

The wings of the building may be broken down into quadrants or sections by the officer in charge whenever this will facilitate operations, Figure 3 and Figure 4. All company and command officers must be advised of the quadrant designations.

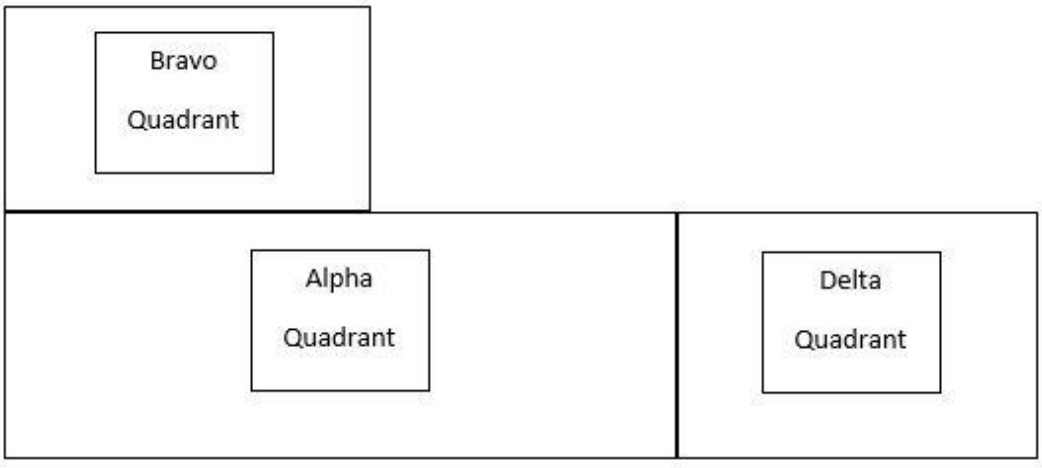


Figure 3: Wings of a Building Can be Identified as Quadrants

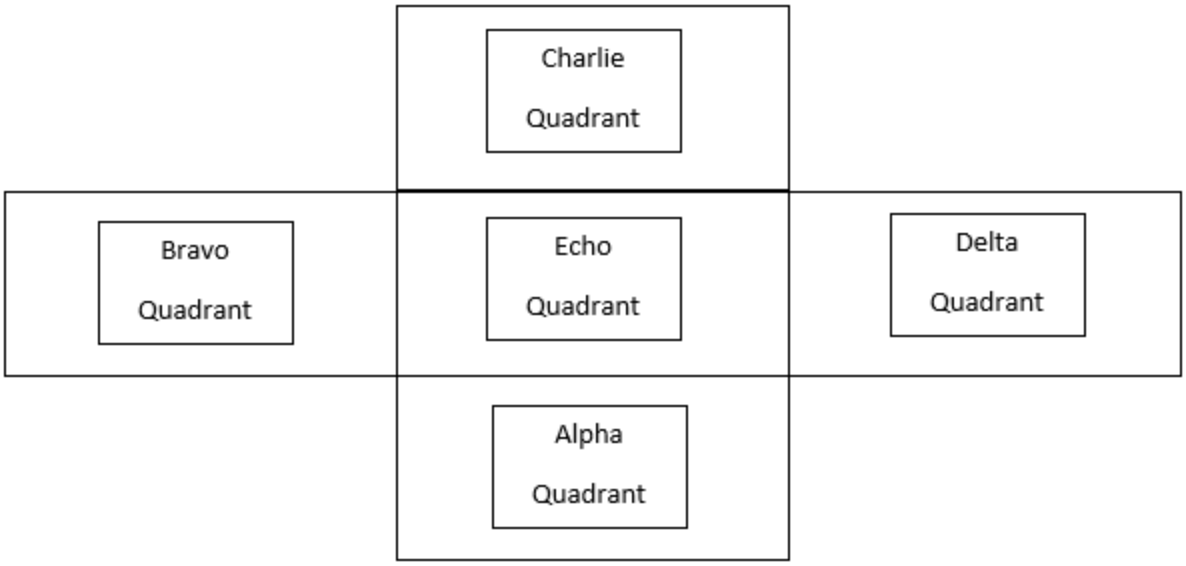


Figure 4: Building Wings Shown as Quadrants

Multi-Story Building Designations

Unless otherwise designated, floors will be numbered up from the ground entrance level with the entrance level being known as the first floor. Some buildings are arranged such that the ground level entrance is numbered other than first; when this is the case the floor will be known by its given designation. Any deviation from the norm must be announced to all companies operating on the incident.

The floor designation is not a functional designation. **The third floor is the third floor, not Division 3.** Division 3 is a designation given by the Incident Commander typically to personnel on the third floor but not necessarily.

In many multi-family dwellings, there is a terrace-level. A terrace level means that the primary entrance to the living space is via an interior common area (corridor or stair), but there is also a ground level exit through the rear of the main living area.

There are structures that do not follow normal conventions and/or do not fit within the descriptions above. When this situation is encountered, the unit officers must advise Command of the building layout and the Incident Commander must ensure that the various levels of the structure are clearly designated.

Figure 5 shows designations for multi-story buildings.

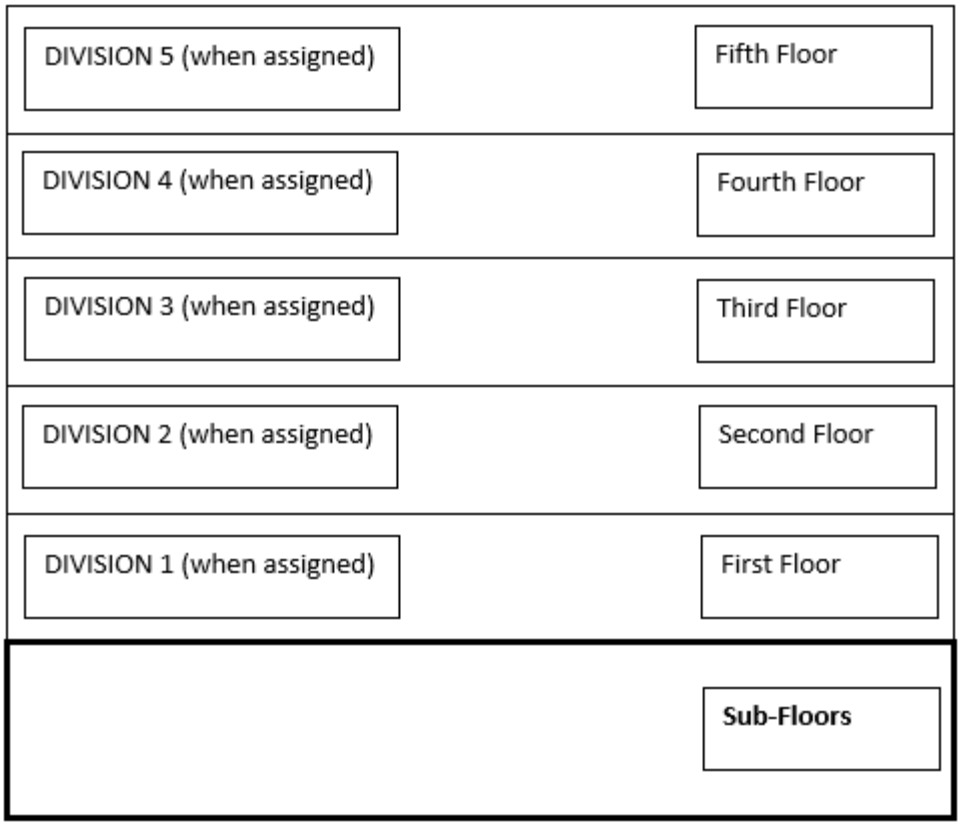


Figure 5: Designations in Multi-Story Buildings

Exposure Identification

When referring to an exterior exposure, the exposure closest to the fire building side shall be used to identify the exposure, Figure 6. Therefore, the designation of exposures is based on the designation of sides. The exposure immediately adjacent to a given side assumes the same designation as that side.

In a multi-story structure, the two floors above the fire and the floor below the fire are generally considered exposures. However, those floors would not assume the exposure nomenclature and would fall under the "floor designation" associated with multi-story buildings.

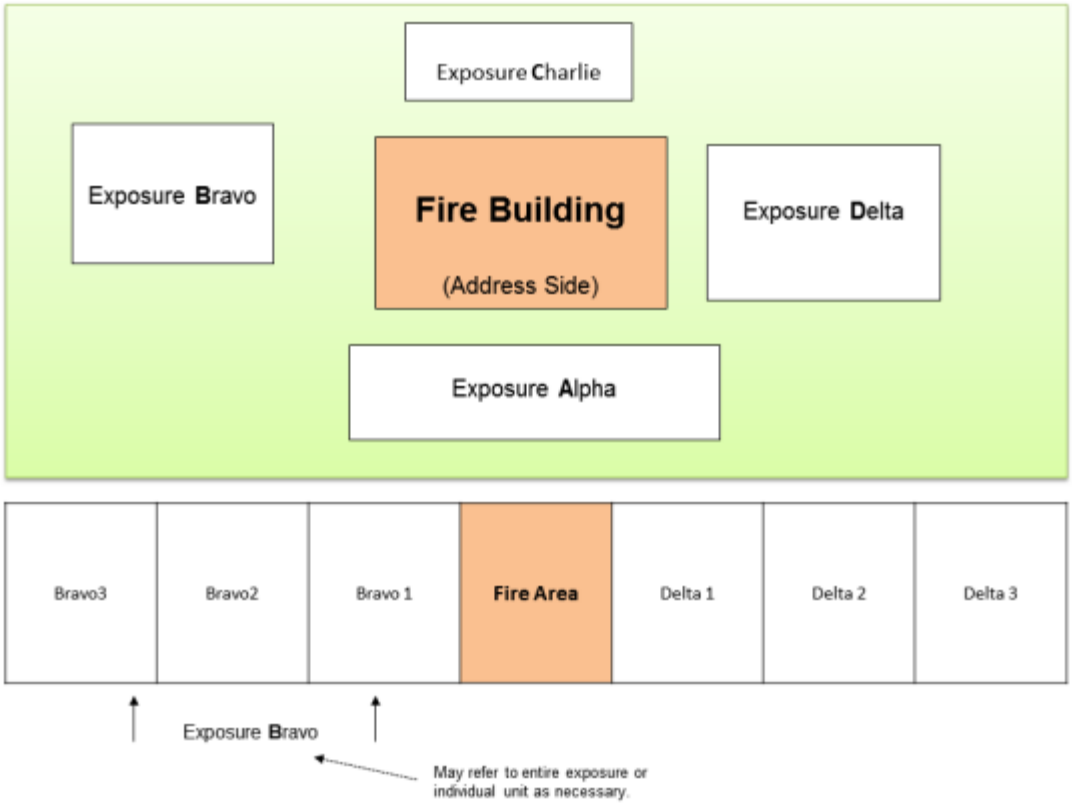


Figure 6: Examples of Exposure Designations

SECTION 2 – TACTICAL COMMAND OPERATIONS

TACTICAL COMMAND OPERATIONS

Tactical command is a *function / role* on a fireground, or other incident, that is assigned to provide close supervision and direction to a group of companies assigned to a particular function or area. Group or Division Supervisors typically operate at the tactical level of command. However, Branch Directors may be required to operate at the tactical level of command as well. The tactical commander has overall authority and control of their assigned area or function. A chief officer best fulfills this function. This allows the individual company officer the ability to remain in direct control with the company. However, it is recognized that there will be occasions that will require the position to be assigned to a company level officer. When that is the case, careful consideration should be given to the experience of the individual selected. It should be noted that tactical command is a *function* and not a title used for communication. For example, a chief may oversee the 9th floor at a high-rise fire. This chief is operating as a tactical commander whose radio designator is Division 9.

The purpose of tactical command is to provide a level of command or supervision that:

- Provides closer supervision and direction by an experienced command-level officer in dangerous or complex operational areas.
- Has the advantage of being close to the operation for enhanced command and control.
- Provides for a direct ongoing tactical size-up for a specified operational area or task.
- Provides a level of supervision with the sole perspective of coordinating multiple companies without the addition of unit-level responsibility.
- Enhances the level of safety in the operation by providing oversight by a single individual responsible for maintaining a broader ongoing evaluation of the situation.

A classic example of tactical command is the second-due chief commanding the fire attack function at a high-rise fire. This chief is responsible immediately for direction and supervision of the operations on the fire floor. Initially, this will involve directing and coordinating the work being done by the companies assigned to the fire floor.

Some examples of Tactical Command positions include, but are not limited to:

- Rescue Group
- Division 9
- Division “Charlie”
- Roof Division
- Search and Evacuation Group or Branch
- Ventilation Group
- Extrication Group
- Rescue Task Force (RTF) Group

The Need for a Chief in Tactical Command

Assigning officers to tactical command (TC) positions increases and strengthens the decentralized command structure of the IC. Complex and dangerous operations should be provided with a close level of supervision or oversight. As members become engaged in these operations, it becomes imperative that an individual, who is not also occupied with task-level supervision or direct involvement in the work

at hand, be assigned to provide ongoing evaluation of the progress being made as well as with the continual size-up of the situation. Even though a TC is close to the action, it is important that they not get involved in the task-level activity. The TC is responsible for managing and coordinating activities in their area of responsibility, not to perform them. They must keep the IC informed of first-hand conditions in their area of responsibility.

It is the responsibility of the officer in a tactical command position to provide the oversight with safety in mind. Firefighter and civilian safety during the operation is of paramount importance. This officer must maintain a continuing tactical size-up while the operation progresses. A TC must adjust the operation under their direction based upon the continuous size-up.

This individual must be cognizant of activities proximate to their area of responsibility. Information gained simply from radio traffic in other areas of the incident is part of the tactical size-up.

These officers must be skilled in recognizing critical cues. Cues are signs and symptoms that help you make a correct diagnosis. This skill is the ability to identify something as typical or non-typical and is gained through personal experience. This is the basis for an "experienced" officer in these roles. The novice decision-maker cannot be supplied with rules that replace experience. The experienced officer does not try to choose the "most" correct course of action, but instead uses cues developed through experience to choose the actions that best satisfy the needs of the situation.

The benefit of assigning a chief officer to this function is that they are more accustomed to managing multiple-unit incidents with a broader operational perspective. It also allows the individual company officer the ability to remain in direct control with the company.

Recommended Equipment

Personal safety equipment should include full PPE, SCBA, radio, hand light, and cellular phone (as appropriate).

Tools that are needed include an appropriate command board, pen, paper, and markers.

Aide to a Tactical Commander

It is recommended that an individual be assigned to operate as the aide to the TC. It shall be **required** to assign an aide to the TC if the tactical command assignment will require entry into a dangerous or IDLH environment and the TC will not be relatively close to operating companies (an aide may not be required if a TC is utilized as a Division Commander on the second floor of a large residence, but an aide is recommended if a TC is utilized as a Division Commander during a high-rise operation). This individual must be highly competent with communications and accountability equipment and procedures, capable of accurately tracking assignments of resources, knowledgeable in firefighting and rescue operations, and able to think independently.

The aide must have the same safety equipment as the TC. In addition, the aide should also carry forcible entry tools for team safety.

Responsibilities of a Tactical Commander

A tactical commander has six primary responsibilities:

- Safety and accountability of the crews operating within their command.
- Continuous size-up of the tactical assignment.

- Provide close supervision, direction, and coordination.
- Continuous evaluation of operational effectiveness.
- Monitoring overall ongoing incident progress.
- Update next level of supervision with regular progress reports.

In order to effectively fulfill the role of TC, this officer will often need to make face-to-face contact with the units operating under their command and personally observe the situation. This is particularly important for the officer who oversees a division or group. An example would be the officer-in-charge of the roof division. This officer must periodically make short forays into the area of responsibility to observe and assess fire conditions, structural integrity, and operational progress, provide direction, and adjust operating positions. The TC who is responsible for a Branch is less likely to have need for the personal observation within the assigned Divisions or Groups.

Communications

Tactical commanders should try to use as much face-to-face communications with their unit officers as possible. Reducing radio traffic ultimately improves communications and keeps the channels open for critical messages. Officers must ensure they clearly understand radio channel assignments and to whom they are to report.

SECTION 3 – COMMAND POST OPERATIONS

COMMAND POST OPERATIONS

Initial Command: Company-Level Officer:

The following actions set the basis for effective Incident Command as the incident progresses:

- On scene report.
- Effective size-up and risk/benefit analysis.
- Provide situation report.
- Retention or transfer of command.
- Assessment and request of additional resources.
- Effective tracking of tactical assignments, units, and personnel.
- Prepare for transition of command.

Transition of Command to Chief Officer:

Upon the arrival of the dispatched command officer, the following actions should be addressed:

- Assessment of a suitable location to set up an incident command post.
- Obtain the following information from the original Incident Commander (IC):
    - What was the situation?
    - What is the current situation?
    - What are the strategy and tactics?
    - What units are committed and where?
    - What units are available?
    - Are there any obvious safety concerns?

Announce the change in command.

Strategic Benchmarking:

The IC must work to achieve the established incident objective using an incident action plan (IAP). On most incidents, this plan is established somewhat informally meaning that no formal IAP is developed or distributed but always works towards providing for life safety, establishing incident stabilization, and performing property conservation / environmental protection.

At most incidents, such as building fires, hazardous materials incidents, technical rescue incidents, and multiple casualty incidents, the basic concept of addressing the five basic tactical objectives applies:

- Rescue
- Exposures
- Confinement
- Extinguishment
- Overhaul

A critical benchmark is the 10-minute mark of incident operations. At this point the IC should evaluate the progress of operations and provide the initial progress report. For example, a fire in an occupied residential occupancy should have a primary search underway as its highest priority. By the 10-minute

benchmark, the search should either be completed, or the IC should have heard what the progress or lack thereof is on this objective.

Additionally, the IC should provide updates to the Emergency Communications Center upon completion of critical benchmarks based on incident type.

Locating and Establishing the Command Post

A visible command post is vital for managing complex incidents. Under most circumstances, the location of the command post generally shall be in a position where the IC can see the fire building or the incident scene. Providing oversight of the incident and the companies operating is an integral part of the IC's responsibility. At times, the command post may need to be set up in an area remote from the command vehicle to get a good strategic view of the incident. On incidents where the IC has a limited view of the incident scene, an increased use of tactical command positions should be considered.

The command vehicle should be parked in a location where it is visible and where it gives the best position to manage the incident. The command vehicle's location should not impede the arrival of additional apparatus or companies. A clear view of the incident is important. The command post's name and location should be communicated to the Emergency Communications Center (e.g., "Assuming Main Street Command, Command Post location is my vehicle on Side Alpha"). It is imperative that while the command post should have a good vantage point, command vehicles MUST stay clear of tactical positions for apparatus. Adjoining driveways or yards may be a possibility as well as sidewalks.

It is imperative that the IC be able to focus intently on the ongoing strategy, tactics, radio communications, and unit assignments. For this reason, less complex incidents may be better managed from within the command vehicle (the IC remains inside the command vehicle and utilizes mini command boards).

The chief officer who intends to assume command must do a size-up and confer with the initial IC. Once the chief is prepared to assume command of the incident, the decision must be made if it is best for the chief to initially position inside the command vehicle or to set up at the side/rear of the vehicle. If the chief operates outside the vehicle, the IC should do all that is possible to limit distractions and maintain full attention to the ongoing operation(s) of the incident.

Command Aide Duties

Occasionally, a command aide may be assigned to assist in the command of the incident. The Command Aide has primary responsibility in support of the IC in three functional areas:

- Resource Status,
- Situation Status, and
- Command Post Communications.

Tasks that may be required to fulfill these functions include:

- Determine and track status of resources.
- Track units and members.
- Anticipate need for additional FD resources based upon assignments being made.
- Manage primary channel. Monitor secondary tactical channels if utilized.
- Provide progress reports.

- Anticipate and recommend logistical needs to support the operation.
- Brief incoming chief officers as necessary.

Considerations for Arrival of Senior Chief Officers

As an incident escalates or its complexity increases, higher-ranking command officers may respond. Based upon experience or need, these officers may assume command from the initial chief officer. The same transition of command information is necessary to ensure continuity of operations:

- What was the situation?
- What is the current situation?
- What are the strategy and tactics?
- What units are committed and where?
- What units are available?
- Are there any obvious safety concerns?

When a higher-ranking chief arrives and is preparing to assume command, the aide or IC should be prepared to brief the chief on situation and resource status. Once this has been accomplished and at an opportune time, the higher-ranking chief must have an update from the chief in charge before command is transferred.

Higher Ranking Chief Officer Acting as a Senior Advisor

The higher-ranking chief officer may decide to act as a senior advisor to the current IC instead of assuming command. In the role of senior advisor, the higher-ranking chief should consider the following issues:

- Review and evaluate the incident action plan and suggest any needed changes.
- Provide ongoing review of the overall incident.
- Review the organizational structure and suggest change or expansion to meet the incident needs.
- Provide liaison with other county agencies and officials, outside agencies, and property owners and tenants.
- Forecast and react to the effect this incident will have on the community.
- Provide liaison with the Duty Officer regarding resource commitments with thought towards system coverage.

Assumption of Command by Higher Ranking Chief Officer

The higher-ranking chief officer may decide to assume command. When this occurs, it may be appropriate to assign the previous IC to a tactical position or to another position at the command post.

One option could be to assign the prior IC to a tactical command position. This assignment would be most appropriate for moderate scale incidents deemed not likely to expand (i.e., second alarm commercial building or apartment fires, etc.) but that require intermediate supervision of tactical operations.

Another option would be to assign the prior IC to the Plans Section Chief. By assigning the original IC to the Plans Section, historical knowledge of what has taken place at the incident will be maintain at the

command post. In this case, the command post support staff assigned to Resource and Situation Status would continue to assist under the Planning Section.

A third option, on incidents that are large in scale and likely to continue beyond operational periods, would be to assign the prior IC to the Operations Section Chief position. This essentially results in only an ICS position change for this individual, who would continue to address ongoing incident management.

This reappointment ensures seamless continuity of command, while allowing the new IC to address and focus on the overhead issues. This option should be considered for complex incidents or those that could expand to large-scale operations. As the incident expands, subsequent operational positions, (branches, divisions, and groups) would be assigned under the Operations Chief to maintain span of control.

Use of Extra Alarm Chief Officers

Additional arriving chief officers will be used to fill ICS general staff positions, to manage tactical units within a branch, division, or group, or to assist with command post operations.

SECTION 4 – ICS AND NIMS STRUCTURE AND USE

FUNCTIONAL STRUCTURE

The ICS is based on basic management concepts and principles. Each contributes to the efficiency and effectiveness of the overall system and structure

ICS uses common terminology that permits diverse incident management and support entities to work together toward the common goal of mitigating the problem. Common terminology encompasses:

- **Organizational Functions:** Major functions and functional units are named and defined. Terminology for the organization elements is standard and consistent.
- **Resource Descriptions:** Major resources, including personnel, facilities, and major equipment and supply items are given a common name and "typed" with respect to their capabilities. This avoids confusion and improves interoperability.
- **Incident Facilities:** Common terms are used to designate the facilities in the vicinity of the incident area that will be used during incident management activities.

The structure of the ICS allows for expansion of the management staff depending upon the needs of the IC to control the incident. The ICS shall be implemented with the arrival of the first unit and remain in effect until emergency response resources are released from the scene.

Qualified members must staff the ICS. On large, multi-agency incidents, the IC shall use members from the various agencies for their expertise.

The system provides for the following types of operations:

- Single jurisdiction and single agency.
- Single jurisdiction and multi-agency.
- Multi-jurisdiction and single agency.
- Multi-jurisdiction and multi-agency.

The system is designed to allow for expansion from initial attack operations into the multi-level management of a major disaster.

The ICS is comprised of the following five functional areas. Incident complexity and length will determine which functional areas are staffed. (A sixth area, Intelligence, may be established if required.)

1. **Incident Commander:** The individual responsible for the overall management of all incident operations. On the majority of incidents, the Incident Commander will handle the responsibilities of all sections.
2. **Operations Section:** Responsible for all tactical operations at an incident. Generally, this section is not required and should not be staffed except for incidents of great complexity or those expanding multiple operational periods.
3. **Planning Section:** Responsible for the collection, evaluation, dissemination, and use of information about the development of an incident and the status of resources.

4. **Logistics Section:** Responsible for providing facilities, materials, and services for an incident.
5. **Finance / Administration Section:** Responsible for all costs and financial actions of an incident. Includes Time Unit, Procurement Unit, Compensation / Claims Unit, and the Cost Unit.
6. **Information and Intelligence Function:** The analysis and sharing of information and intelligence are important elements of ICS. Intelligence includes but is not only national security or other types of classified information but also other operational information, such as risk assessments, medical intelligence, weather information, geospatial information, structural designs, toxic contaminant levels, and utilities and public works data that may come from a variety of different sources. Traditionally, information and intelligence functions are located in the Planning Section. However, in exceptional situations, the IC may need to assign the information and intelligence functions to other parts of the ICS organization such as Operations (especially when law enforcement is part of the Unified Command) or establishing as an additional General Staff Section. Information and intelligence must be appropriately analyzed and shared with personnel, designated by the IC, who have proper clearance and a "need-to-know" to ensure that they support decision making.

In small-scale incidents, one person, usually the IC, may manage all the components. Large-scale usually require that each component, or section, be set up separately. Each of the primary ICS sections may be divided into smaller functions as needed.

The primary goals of all major ICS component functions are to:

- Save lives and protect property endangered by an incident (both civilian and emergency response personnel).
- Reduce duplication of efforts and resources.
- Increase inter-jurisdictional flexibility and upgrade joint capabilities to handle major incidents.
- Provide a predictable, coordinated, effective, and acceptable response to emergencies from various agencies within the jurisdiction.
- Provide for the ongoing safety, accountability, and welfare of personnel throughout the incident.

ORGANIZATION

The ICS offers a flexible, modular-based organizational structure containing the functions necessary to manage the emergency resources on an incident. The organization emanates from the IC downward, initially with responsibility for command placed on the first-arriving unit officer. The IC is responsible for all incident activities within their span of control, including the development and implementation of strategic goals and the incident action plan (IAP). The roles of Safety, Liaison, and Public Information shall always remain a command function; these roles may be delegated to Command Staff.

An IAP provides a coherent means of communicating the overall incident objectives in the context of operational and support activities.

Span of control is the key to effective and efficient incident management. Within ICS, the span of control for any individual with incident management supervisory responsibility should range from three to seven subordinates. The type of incident, nature of the tasks, hazards and safety factors, and distances between personnel and resources all influence span of control considerations.

The IC shall activate additional components of the ICS as necessary to meet command objectives.

The modular concept is based on the following considerations.

- Develop the form of the organization to match the function or task to be performed.
- Staff only those functional elements required to perform the task.
- Observe recommended span of control guidelines.
- Perform the function of any non-activated organizational element at the next highest level.
- Deactivate organizational elements no longer necessary.

Table 2 describes the distinctive title assigned to each element of the ICS organization at each corresponding level, as well as the leadership title corresponding to each individual element.

Organizational Element	Leadership Position
Incident Command	**Incident Commander (IC)**
Command Staff	**Officer**
Section	**Section Chief**
Branch	**Branch Director**
Division and Groups*	**Supervisors**
Unit**	**Unit Leader**
The hierarchical term supervisor is only used in the Operations Section. ****Unit leader designations apply to the subunits of the Planning, Logistics, and Finance/Administrative Sections.***	

Table 2. ICS Leadership Titles

Levels of Scene Organization

The levels of scene organization are as follows:

- **Strategic:** IC and Command Staff operate, and are responsible for, command functions.
- **Tactical:** Branch, Division, or Group officers manage the tactical activities for their assigned area or function (i.e., responsible for a piece of the incident).
- **Task:** The level where strategic and tactical objectives are accomplished (i.e., where the work is performed).

Delegation of Functional Responsibility

Increasing the number of incident management positions can overload the ability of the IC to effectively manage an incident. When this occurs, it is necessary to delegate component functions to qualified personnel. When a given component function is delegated, a designated individual becomes responsible for the tasks of that component. Operational managers are responsible for achieving the strategic goals established by the IC.

UNIFIED COMMAND

When there is more than one agency with incident jurisdiction, or when incidents cross political jurisdictions, Unified Command (UC) may be required. Agencies work together through the designated members of the UC to establish a common set of objectives and strategies and a single IAP. Often the senior managers from the agencies and / or disciplines involved participate in the UC. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.

The following are examples of when Unified Command is applied:

- Incidents that impact more than one political jurisdiction.
- Incidents involving multiple agencies (or departments) within the same political jurisdiction
- Incidents that impact (or involve) several political and functional agencies.

MULTI-AGENCY COORDINATION SYSTEMS (MACS)

To facilitate the process of unified command, a multi-agency coordination system must be in place. This system is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting incident management activities.

The primary functions of a MACS are to: support incident management policies and priorities, facilitate logistics support and resource tracking, inform resource allocation decisions using incident management priorities, coordinate incident related information, and coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.

Direct tactical and operational responsibility for conducting incident management activities rests with Incident Command.

The system elements for the MACS may contain an Emergency Operations Center (EOC) and multi-agency coordinating entities. The EOC represents the physical location at which the coordination of information and resources to support incident management activities normally takes place. The Incident Command Post (ICP) located at or near an incident site, although focused on the tactical on-scene response, may perform EOC like functions in a smaller-scale incident or during the initial phase of a larger, more complex event. EOCs activated to support larger, more complex events are established in a more central facility (Zehmer Hall at the University of Virginia), and at a higher level of organization within a jurisdiction or region.

Department Operations Centers (DOCs) focus on internal agency incident management and response and are linked to, and usually are physically represented in a higher-level EOC. ICPs should be linked to DOCs and EOCs to ensure effective and efficient incident management.

Multi-agency coordination entities typically consist of principals (or their designees) from organizations and agencies with direct incident management responsibility or with significant incident management support or resource responsibilities.

The principal functions of multi-agency coordination entities include:

- Ensuring that each agency involved in incident management activities is providing appropriate situational awareness and resource status information.

- Establishing priorities between incidents and / or Area Commands in concert with the IC or UCs involved.
- Acquiring and allocating resources required by the incident management personnel in concert with the priorities established by the IC or UC.
- Anticipating and identifying future resource requirements.
- Coordinating and resolving policy issues arising from the incident.
- Providing strategic coordination as required.

PUBLIC INFORMATION SYSTEMS

Systems and protocols for communicating timely and accurate information to the public are critical during crisis or emergency situations. The Public Information Officer (PIO) is a key staff member supporting the incident command structure. The PIO represents and advises the IC or all public information matters relating to the incident.

The Joint Information System (JIS) provides an organized, integrated, and coordinated mechanism to ensure the delivery of understandable, timely, accurate, and consistent information to the public. It encompasses all public information operations related to an incident, including all federal, state, local, and private organizations PIOs, staff, and Joint Information Centers (JIC) established to support an incident. Key elements include:

- Interagency coordination and integration.
- Developing and delivering coordinated messages.
- Support for all decision makers.
- Flexibility, modularity, and adaptability.

A JIC is a physical location where PIOs from organizations involved in incident management activities can collocate to perform critical emergency information, crisis communications, and public affairs functions. The following must me noted:

- The JIC must include representatives of each jurisdiction, agency, private-sector, and nongovernmental organization involved in incident management activities.
- A single JIC location is preferable, but the system should be flexible and adaptable enough to accommodate multiple JIC locations when the circumstances of an incident require such. Multiple JICs may be needed for a complex incident spanning a wide geographic area or multiple jurisdictions.

Incident Information Release Process for ACFR

In general, larger incidents within Albemarle County shall have incident information released through the Albemarle County office of the PIO. This information is typically provided to the PIO by one of the Fire Marshals who was directly involved in the incident. However, the PIO may occasionally need to speak directly with the IC or the UC for information or clarification.

Additionally, some incidents may draw the attention of media representatives to the scene and an interview or press release from the scene may be necessary and / or appropriate. Prior to engaging with representatives of the media, the IC or their designee should work with the PIO to establish agreed upon speaking points that provide accurate, appropriate, and necessary information.

AREA COMMAND

Area Command is an expansion of the incident command function primarily designed to manage a very large incident that has multiple incident management teams assigned. However, an Area Command can be established at any time that incidents are close enough that oversight direction is required among incident management teams to ensure conflicts do not arise. The functions of Area Command are to coordinate the determination of:

- Incident objectives,
- Incident strategies, and
- Priorities for the use of critical resources allocated to the incident assigned to the Area Command.

The organization is normally small with personnel assigned to Command, Planning, and Logistics. Depending on the complexity of the interface between the incidents, specialists in other areas (I.e., aviation) may also be assigned to Area Command.

When an Area Command is established, the oversight of all activities within the geographic area remains the responsibility of the Area Commander, Figure 7. Units are no longer dispatched by the Emergency Communications Center (ECC) directly to incidents. Rather, Area Command requests resources to the established "Base". The ECC forwards incident requests to the Area Command. Area Command then prioritizes calls for assistance and deploys unis appropriately.

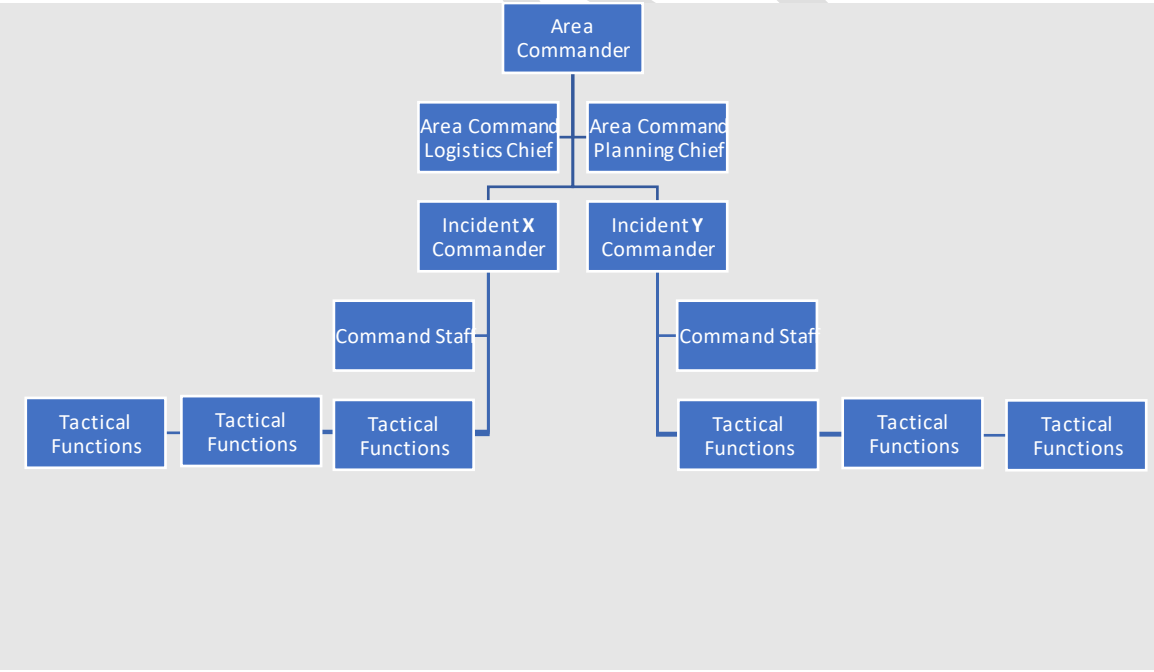


Figure 7: Area Command Organization for Two Incident Management Teams

Position Checklists

Area Commander (Single or Unified Area Command)

The Area Commander is responsible for the overall direction of incident management teams assigned to the same incident or to incidents in proximity. This responsibility includes ensuring that conflicts are resolved, incident objectives are established, and strategies are selected for the use of critical resources.

Area Command also has the responsibility to coordinate with local, state, federal, and volunteer assisting and / or cooperating organizations. These actions will generally be conducted in the order listed.

1. Obtain briefing from the agency executive(s) on agency expectations, concerns, and constraints.
2. Obtain and carry out delegation of authority from the agency executive(s) for overall management and direction of the incidents within the designated Area Command.
3. If operating as a Unified Area Command, develop working agreement for how Area Commanders will function together.
4. Delegate authority to the ICs based on agency expectations, concerns and constraints.
5. Establish an Area Command schedule and timeline.
6. Resolve conflicts between incident realities and agency executive(s) wants.
7. Establish appropriate location for the Area Command facilities.
8. Determine and implement an appropriate Area Command organization and keep it manageable.
9. Determine need for technical specialists to support Area Command.
10. Obtain incident briefing and IAPs from ICs, as appropriate.
11. Assess incident situations prior to strategy meetings.
12. Conduct a joint meeting with all ICs.
13. Review objectives and strategies for each incident.
14. Periodically review critical resource needs.
15. Maintain a close coordination with the agency executive(s).
16. Establish priority use for critical resources.
17. Review procedures for interaction within the Area Command.
18. Approve ICs requests for and release of critical resources.
19. Coordinate and approve demobilization plans.
20. Maintain log of major actions / decisions.

Area Command Planning Chief

The Area Command Planning Chief is responsible for collecting information from incident management teams in order to assess and evaluate potential conflicts in establishing incident objectives, strategies, and the priority use of critical resources.

- Obtain briefing from Area Commander.
- Assemble information or individual incident objectives and begin to identify potential conflicts and / or ways for incidents to develop compatible operations.
- Recommend the priorities for allocation of critical resources to incidents.
- Maintain status on critical resource totals (not detailed status).
- Ensure that advance planning beyond the next operational period is being accomplished.
- Prepare and distribute Area Commander's decisions and orders.
- Prepare recommendations for the reassignment of critical resources as they become available.

- Ensure demobilization plans are coordinated between incident management teams and agency dispatchers.
- Schedule strategy meeting with ICs to conform to their planning processes.
- Prepare Area Command briefings as requested or needed.
- Maintain log of major actions / decisions.

Area Command Logistics Chief

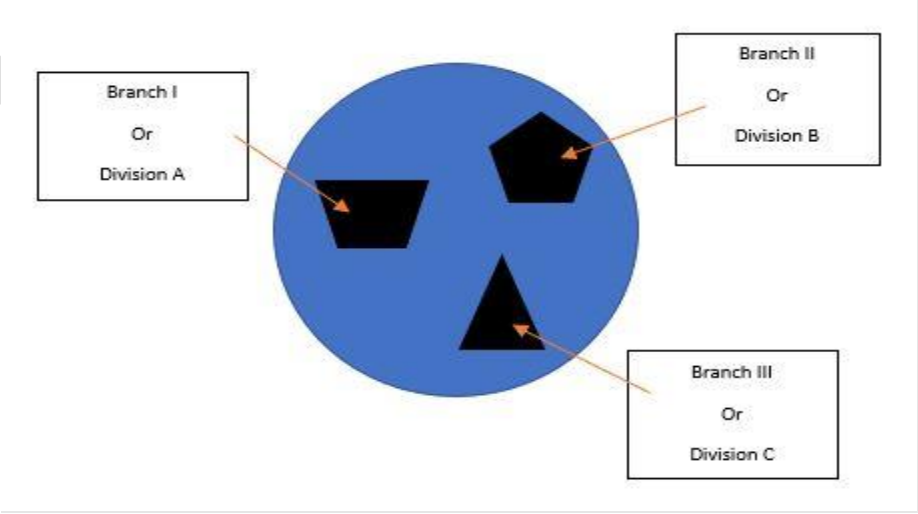
The Area Command Logistics Chief is responsible for providing facilities, services, and material at the Area Command level, and for ensuring effective use of critical resources and supplies among the incident management teams.

- Obtain briefing from the Area Commander.
- Provide facilities, services and materials for the Area Command organization.
- Ensure coordinated airspace and temporary flight restrictions are in place and understood.
- Ensure coordinated communication links are in place.
- Assist in the preparations of Area Command decisions.
- Ensure the continued effective and priority use of critical resources among the incident management teams.
- Maintain log of major actions / decisions.

COMPLEX

A complex is two or more individual incidents located in the same general proximity assigned to a single IC or Unified Command to facilitate management. These incidents are typically limited in scope and complexity and can be managed by a single entity.

Figure 8 illustrates several incidents in the same general proximity. These incidents may be identified as Branches or Divisions, depending on incident type, within the Operations Section.



A typical organization would be as follows:

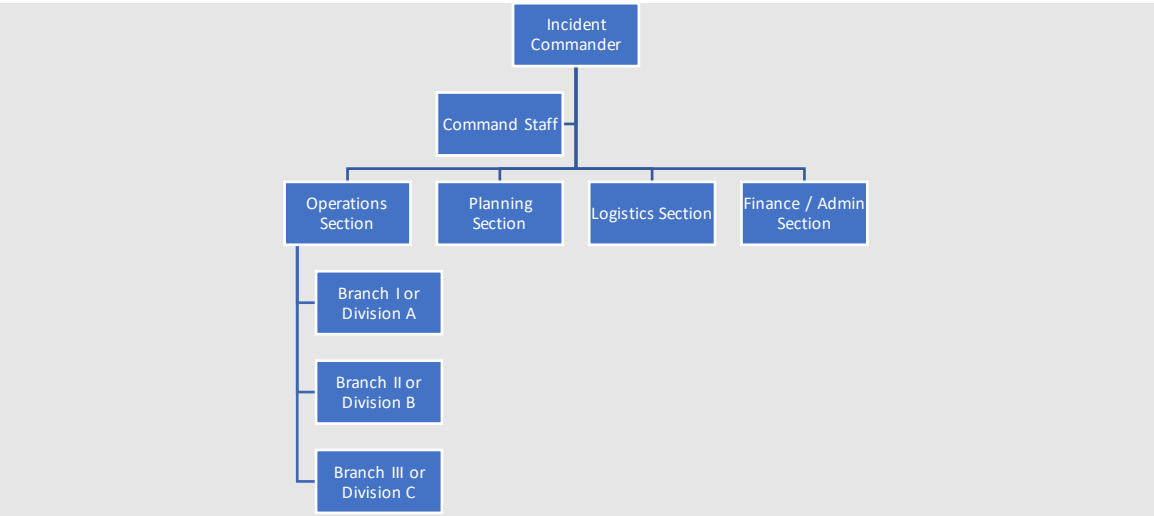


Figure 8: Command Structure for Incidents in Same General Proximity and example Complex Organizational Chart

Management responsibility for all these incidents has been assigned to a single incident management team. A single incident may be complex, but it is not referred to as a "Complex." A "Complex" may be in place with or without the use of Unified or Area Command.

ICS ORGANIZATIONAL CHART

Figure 9 illustrates the command and functional relationships used throughout the ICS.

Operational Components

The major components of the ICS are Command, Operations, Planning, Logistics and Finance / Administrations. Operations, Planning, Logistics, and Finance / Administration Sections are referred to as the General Staff.

The Command Function

The Command function is directed by the IC, who is the person in charge at the incident. The IC must ensure that incident goals are established, strategies are selected, planning activities are accomplished, and available resources are effectively used and tracked.

It is imperative that the strategy is communicated down through Operations to the Division, Group, and Single Resource level. This is essential if supervisors are to coordinate incident tactics and tasks. More specifically, the IC and the Operations Chief must ensure that all resources are cognizant of the mode of operations whether it be offensive, defensive, rescue, or transitioning from one mode to the other.

Delegating responsibilities at an incident gives the IC the capability of dividing an incident into more manageable work areas or functions. By dividing the incident and delegating tactical responsibilities, the IC can concentrate on the overall strategy while remaining at the command post.

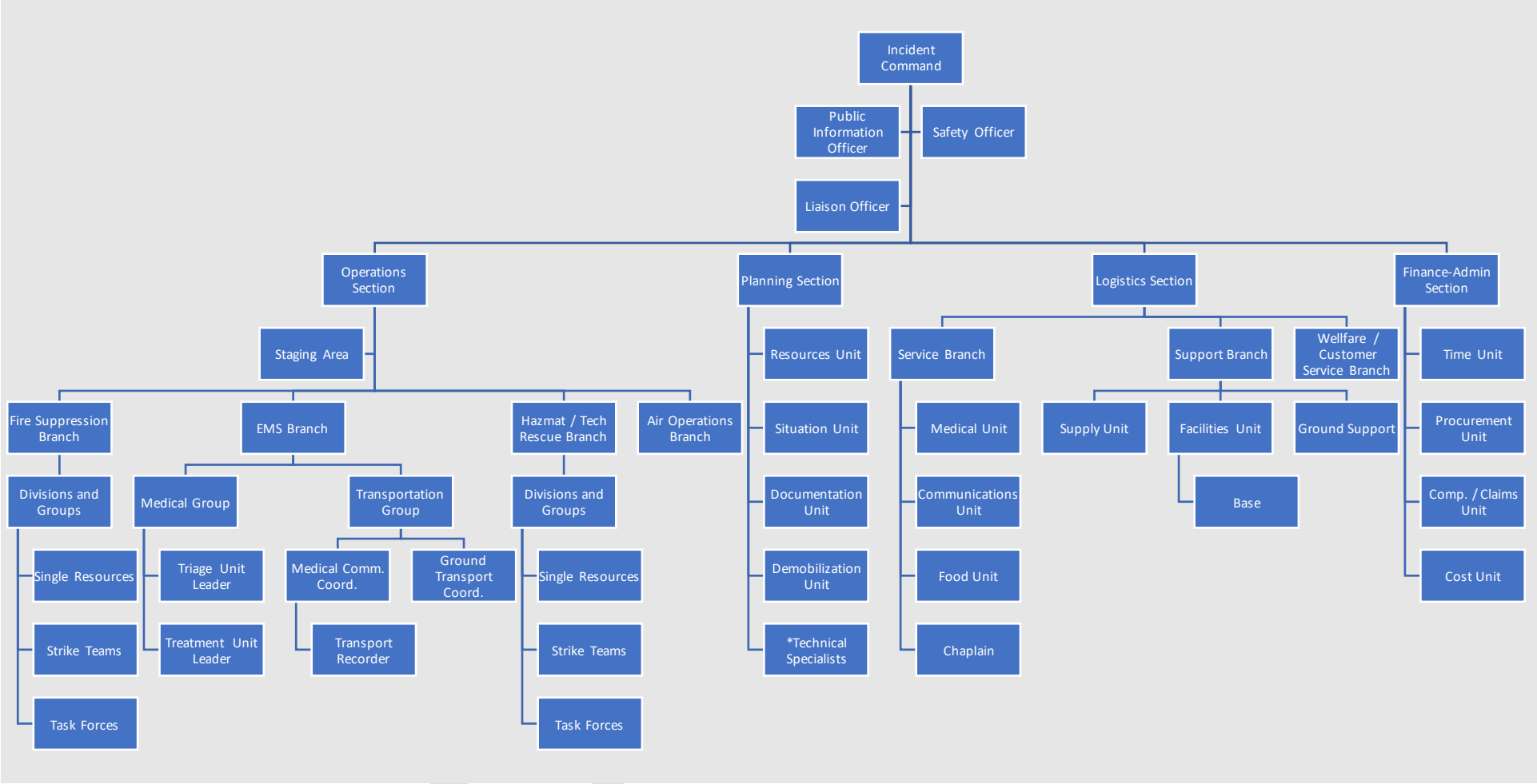


Figure 9: Command and Functional Relationships used in ICS

Major Responsibilities for the IC include:

- Performing command activities, such as establishing command and establishing the Incident Command Post (ICP).
- Protecting life and property.
- Controlling personnel and equipment resources.
- Maintaining accountability for the responders and the public's safety, as well as tasks(s) accomplishment.
- Establishing and maintaining the Rapid Intervention Team (RIT) function.
- Establishing and maintaining an effective liaison with outside agencies and organizations.

Management of the Incident encompasses:

- Assessing incident priorities based on risk / benefit analysis.
- Determining operational objectives.
- Developing and implementing the Incident Action Plan (IAP).
- Developing and appropriate organizational structure for the incident.
- Maintaining a manageable span of control.
- Managing incident resources.
- Coordinating overall emergency activities.
- Coordinating the activities of outside agencies.
- Authorizing the release of information to the media.
- Tracking costs.

The effective IC must be assertive, decisive, objective, calm, and a quick thinker. To deal with all the responsibilities of the role, the IC also needs to be adaptable, flexible, and realistic about his or her limitations. The IC must have the capability to delegate positions appropriately for the incident.

It is imperative to remember that on most incidents, the Incident Command System should be built from the bottom up. The IC should only implement those elements of the system that are necessary to maintain a span of control of three to seven people. A simple incident may require nothing more than the following example; Figure 10.

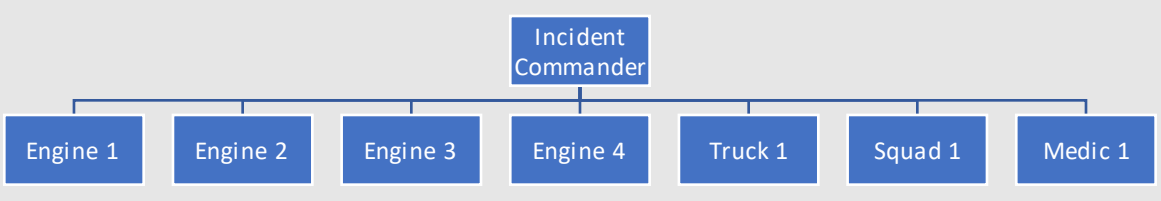


Figure 10: Simple Incident Organization Example

On some incidents, a level of direct supervision over some of the units would be delegated. However, the result would be a similar command structure, yet remain simple, as seen in Figure 11.

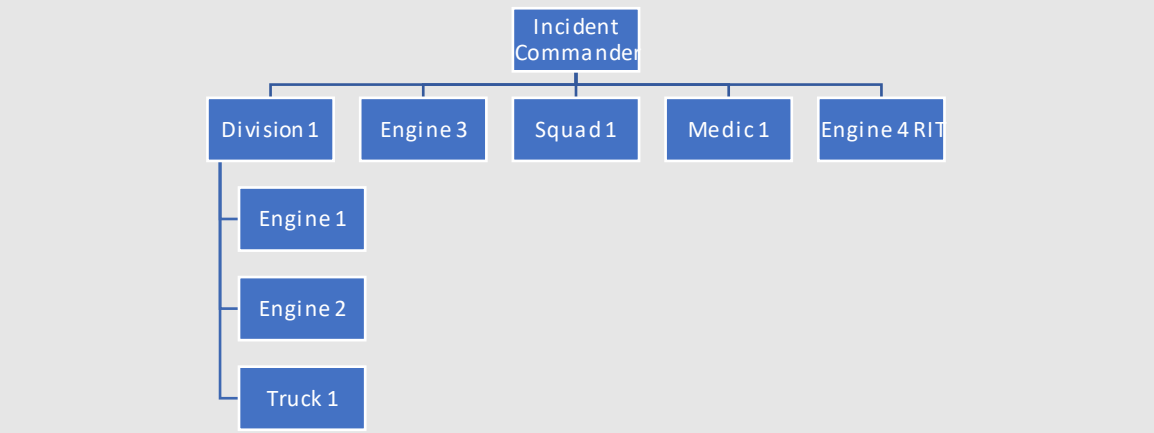


Figure 11: Simple Incident Organization with Level of Direct Supervision Added

The individual in command and the location of the command post must be clearly communicated and identified in the initial phase of the ICS build-up.

COMMAND STAFF

Command Staff positions are established to assume responsibility for essential activities that are not part of the line organization, Figure 12. There are normally three positions in this staff: Safety Officer, Public Information Officer (PIO), and Liaison Officer. However, the IC may elect to expand this staff to include other functions depending upon the need. Personnel assigned to these functions report directly to the IC and typically work out of the command post.

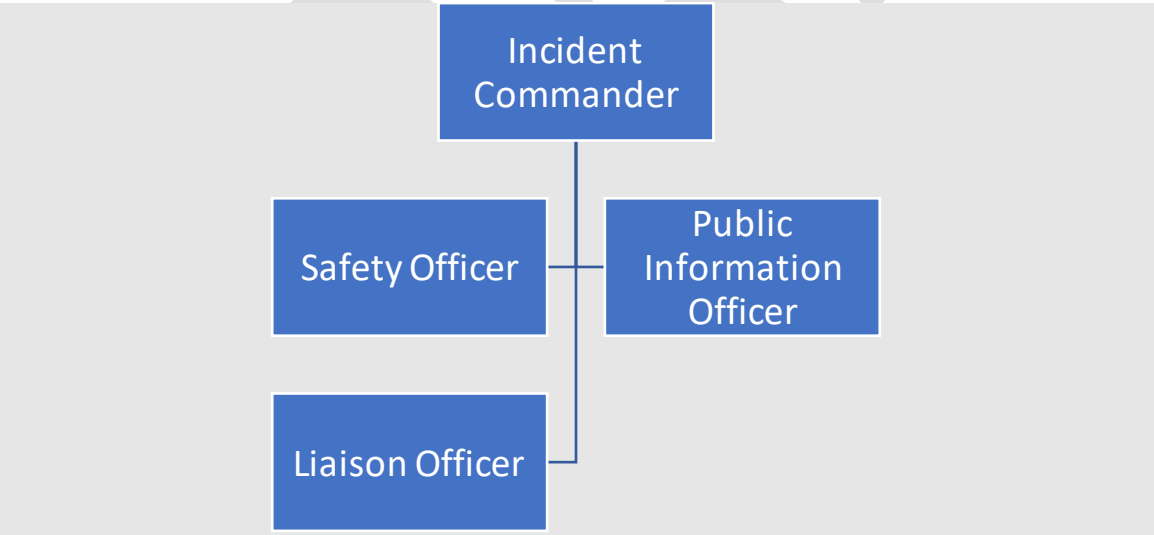


Figure 12: Command Staff Positions

Safety Officer

The Safety Officer assesses hazardous and unsafe situations. The Safety Officer's function is to develop and recommend measures for ensuring personnel safety and to assess and anticipate hazardous and unsafe situations.

Responsibilities of the Safety Officer include:

- Obtain briefing and directions from IC.
- Participate in planning meetings.
- Identify unsafe situations associated with the incident and develop measures to ensure personnel safety.
- Situations of imminent danger requiring immediate action shall be halted as once by the Safety Officer and the IC shall be notified.
- Review the IAP for safety implications.
- Ensure adequate rehabilitation of personnel.
- Work in unison or as a liaison with specialty branches (e.g., HazMat, Tech Rescue, Marine) designated safety person in the development of the safety plan.
- Organize, assign, and brief safety assistants as needed.
- Size-up the need for and the effectiveness of:
    - Accountability plan and procedure.
    - Rapid intervention plan(s) and procedure.
    - Protective clothing needs of personnel.
- Identify, establish, and maintain safety zones.
- In situations where immediate action is not necessary, the Safety Officer shall advise the IC of the situation and make recommendations.
- Maintain a log and prepare a report of findings at close of incident as required.

Public Information Officer

The PIO develops accurate and complete information regarding incident cause, size, current situation, and resources committed and other matters of general interest for release to the media and public. The PIO normally shall be the point of contact for the media and other governmental agencies that desire information about the incident. In either a single or unified command structure, only one PIO is designated. However, assistants may be assigned from other agencies or departments involved.

Responsibilities of the PIO include:

- Obtain briefing and direction from the IC.
- Establish area to meet with news media personnel.
- Determine from the IC if there are any limits on information release.
- Obtain media information that may be useful to incident planning.
- Serve as the on-scene link to the JIS, or on large-scale incidents the JIC.
- Meet with news media at regular intervals.
- Maintain log of activity, if required.

Liaison Officer

The Liaison Officer is the point of contact for assisting and cooperating with other agencies (such as Police, Red Cross, Public Works, etc.) The representatives from assisting agencies shall coordinate their activities through the Liaison Officer. Agency representatives assigned to an incident should have the authority to speak on all matters for their agency.

Responsibilities of the Liaison Officer include:

- Obtain briefing and direction from IC.

- Provide contact point for assisting agencies.
- Maintain list of assisting and cooperating agencies and agency representatives.
- Assist IC in meetings with assisting agency representatives.
- Keep agencies supporting the incident aware of incident status.
- Monitor incident operations to identify current or potential inter-organizational problems.
- Maintain log of activity, if required.

ICS STRUCTURAL COMPONENTS

Sections

The Section level is organizationally between the Branch level and the IC. This management level is a member of the IC's General Staff and is responsible for managing a primary segment of incident operations. These sections are Operations, Planning, Logistics, and Finance / Administration, Figure 13.

The Incident Management Team (IMT) consists of the IC's Command Staff (Liaison, Safety, PIO) and the General Staff (Operations, Planning, Logistics, Finance / Administration).

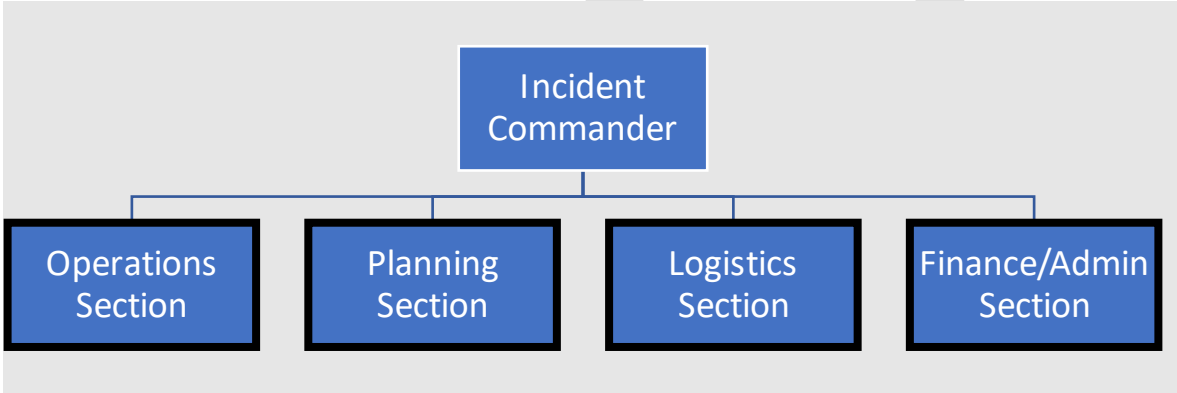


Figure 13: The IC's General Staff

A Deputy is a fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the IC, General Staff, and Branch Directors.

Branches

The Branch Level is the organizational level having functional or geographical responsibility. The Branch Level is organizationally between Section and Division or Group in the Operations Section and between Sections and Units in the Logistics Section, Figure 14. Depending on the magnitude and or type of incident, the operational functions may require further division into smaller segments for efficient use of resources. However, they are not always essential to the organization of the Operations Sections.

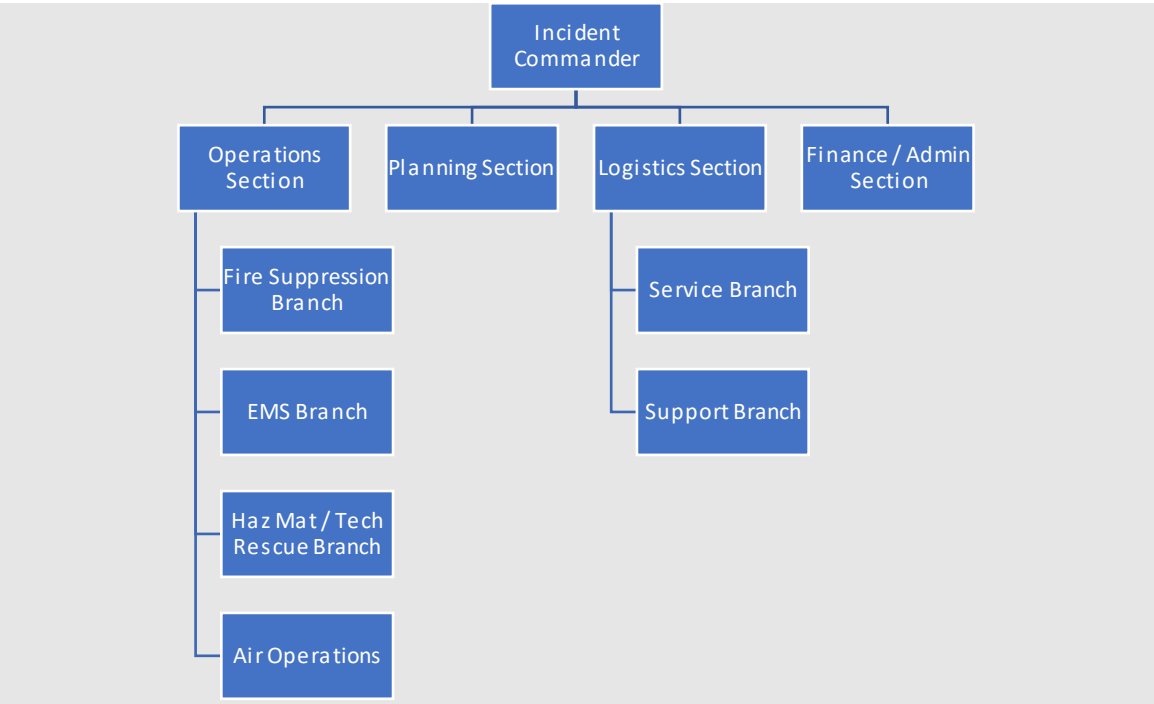


Figure 14: Branch Level

When the numbers of divisions exceed the recommended span-of-control for the Operations Section, a multi-branch structure should be put in place and the divisions allocated within those Branches. Examples of Branches can be fire suppression, evacuation, hazardous materials, EMS, and technical rescue.

Branch Directors should be situated at operational locations and may be assigned names. Branch Directors communicate directly with the Section Chief under whom they are assigned to operate.

The Branch Director, when activated, provides management of a complex operation when the incident involves more than one of the major operational components such as suppression, hazardous materials, technical rescue, or EMS. This Branch Director reports directly to the Operations Chief or the Incident Commander if Sections have not been established. The Branch Director makes changes in the action plan as required to combat the incident, requests or releases resources as needed, and reports changes to the Operations Chief. However, branches are not limited to the Operations Section. Branches will be named to reflect their operational objective or geographic area of responsibility. The Branch Director is then responsible for achieving the tactical objectives assigned to that Branch by the IC.

In general, the following factors should be given considerations when determining the need for Branches:

- The situation spans a large geographical area or a geographical area with unique difficulties.
- The situation has the potential for growing beyond the ability of command to directly control incident resources.
- The mitigation of the situation requires two or more distinctly different operations or functions (i.e., Fire, Medical, Evacuation, etc.).
- The situation is multi-jurisdictional.

Divisions

Divisions are the organizational levels having total responsibility for operations within a defined geographic area. For example, on an incident with a working fire on the fourth floor of a nine-story building, the IC will typically place all units operating on that floor under the direction and supervision of a Division Supervisor. This supervisor's designator would be Division 4. This supervisor will be responsible for the activities in that geographical area.

Establishing a Division provides a system to divide an incident into manageable geographical areas. Routine communications inside a Division can be accomplished more effectively in a face-to-face mode. This eliminates tactical information exchanges on the radio and frees up needed airtime. In the event the geographical area is too large for face-to-face communications or activities within the division limit the possibility of face-to-face communication a tactical radio channel may be utilized solely for the division.

Groups

Groups are established to divide the incident into functional areas of operations. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Using the same example of fire on the fourth floor of a nine-story building, the IC may assemble and assign a Group to ventilate the floors above the fire floor in the building. He or she would designate a Group Supervisor and may use the designation of Vent Group. The Vent Group could be operating on the seventh through the ninth floor performing the function of ventilation.

When a group is established, the functional responsibilities of that group must be defined by the IC or the Operations Section Chief. For example, a ventilation group may be responsible for all ventilation operations throughout the incident, or the group may be given specific parameters within which they must work. In most cases in building fires, it is not advised that Groups work in the same area when Divisions are already operating. It is recommended that the supervisor in charge of a specific Division should remain responsible for all tactics carried out within that division. If a Group is established and given an assignment that will involve that group working within an already established Division. The Division Supervisor must be informed of that decision.

On the organization chart, Divisions and Groups are located between Branches and individual companies in the Operations Section. Divisions and Groups along with single resources (individual companies) are responsible for achieving tactical objectives.

The Division or Group Supervisor reports to the next higher level of supervision currently in place. This may be the Branch Director, Operations Chief, or the IC depending on the size and complexity of the incident. The supervisor is responsible for the implementation of the assigned portion of the Incident Action Plan, assignment of resources within the Division or Group and reporting on the progress of control operations and status of resources within the Division or Group.

Groups may work in or pass through Division. Lateral communications between Divisions and Groups will be necessary to coordinate tactical efforts.

The following factors should be given considerations when determining the need for divisions or groups:

- The situation has the potential for growing beyond the ability of command to directly control incident resources.

- When companies are operating from tactical positions, where one designated individual from that location is assigned as the immediate supervisor to maintain communications and coordination with Command.
- When companies are involved in complex operations.
- When the situation is hazardous and close control of operating resources is needed; Division Supervisors must be able to ensure the safety and accountability of the resources assigned to them.

Strike Team

A Strike Team is comprised of a set number of the same type single resources. In other words, the Strike Team is made up of the same type companies (e.g., fire engine companies).

The companies that make up the strike team are under the supervision of a Strike Team Leader and have common communications among the team.

A Strike Team may be assembled on-scene by the IC, or it may be a predetermined complement of resources that can be requested and dispatched by the communications center.

Task Force

A Task Force is a combination of resources. The Task Force can be made up of several different type companies (e.g., 3 engine companies, 1 truck company, and 1 medic unit).

The task force is under the supervision of a Task Force Leader who reports to the next-higher level of command that has been established and has common communications.

A Task Force may be assembled on-scene by the IC, or it may be a predetermined complement of resources that can be requested and dispatched by the communications center.

Single Resource

A Single Resource is an individual unit that retains its own unit identification (e.g., E151).

ICS ORGANIZATIONAL HEIRARCHY AND DEFINITIONS

Figure 15 is a graphical representation of the ICS organizational hierarchy and includes the definitions for each level.

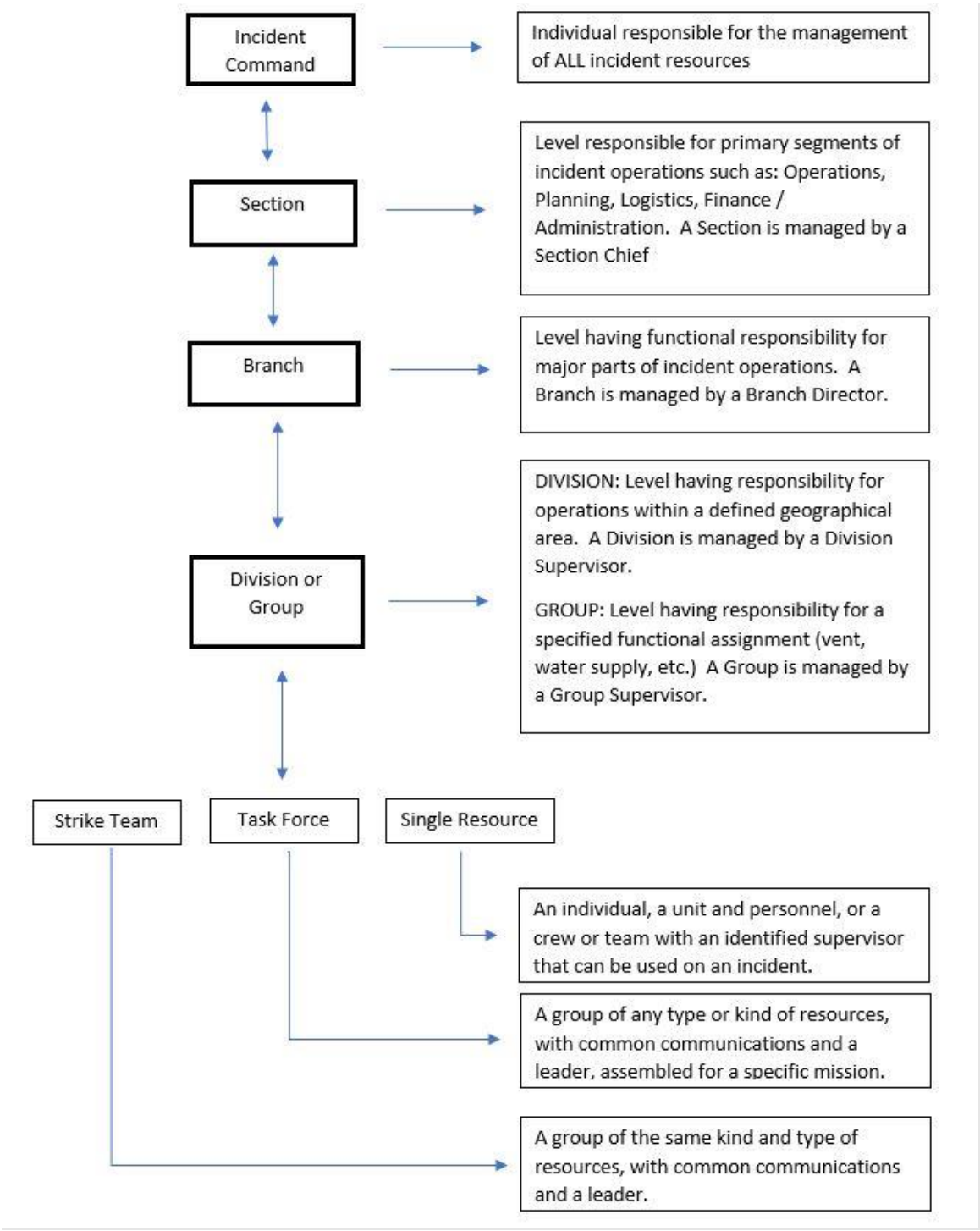


Figure 15: ICS Hierarchy and Definitions

ICS POSITION DESCRIPTIONS AND RESPONSIBILITIES

This section will highlight the responsibilities for each of the General Staff Positions, Operations, Planning, Logistics, and Finance / Administration. Additionally, the Branches, Divisions, Groups, and Functions under each position's domain will be discussed.

Operations Section Chief

The Operations Section Chief reports to the IC and is generally located at the command post, Figure 16. In conjunction with the IC, the Operations Chief assists with the formulation of the incident action plan and is responsible for the management of all incident tactical activities that are applicable to the primary mission. The Operations Chief develops tactical objectives to accomplish strategic goals and supervises operations to ensure adherence to the plan, making necessary changes in the plan, and advises the IC of these changes. Generally, the Operations Section Chief position should not be utilized on "normal" incidents, inclusive of most structure fires. The Operations Section Chief position should be utilized on incidents that may span multiple operational periods and / or on highly complex incidents.

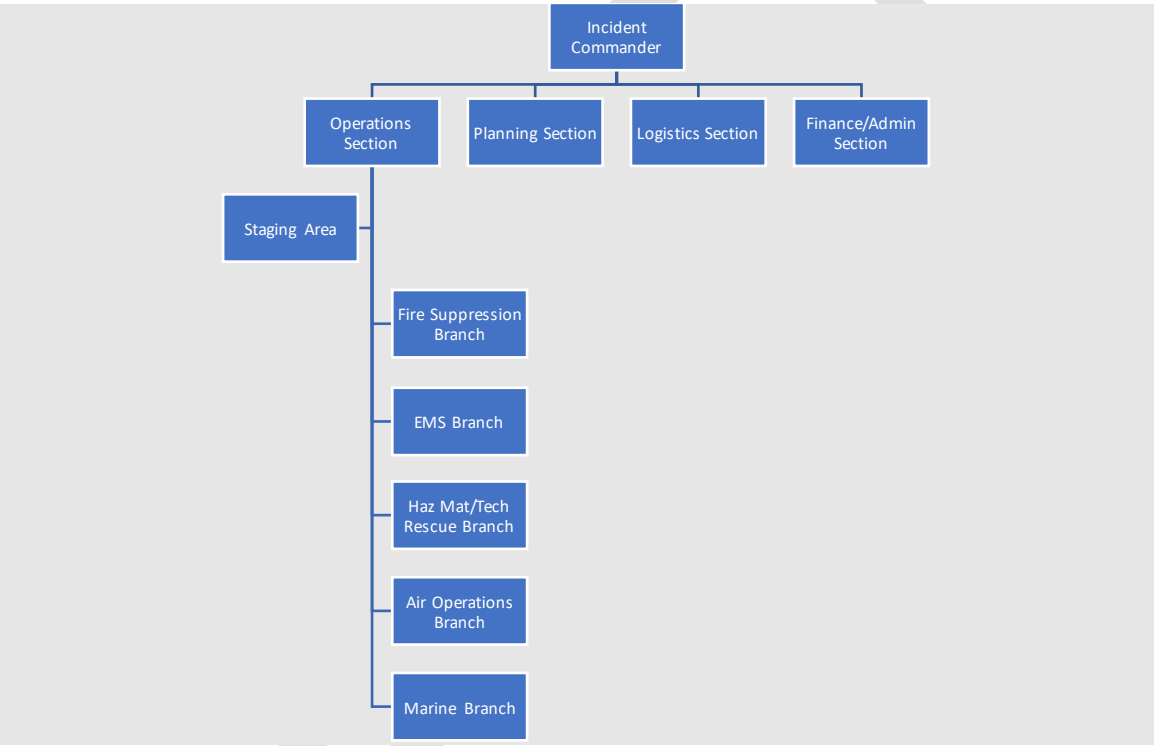


Figure 16: Operations Section

The Operations Chief requests or releases resources as needed through the Staging Manager. The Operations Chief may have one or more deputies (preferably from other agencies in multi-jurisdictional incidents).

The Operations Chief may establish branches, divisions, or groups as needed to manage suppression, hazardous materials, technical rescue, EMS functions, evacuation, or other appropriate disciplines.

Responsibilities of the Operations Section Chief:

- Obtain briefing and direction from IC.
- Develop, implement, evaluate, and change the operations portion of incident action plan as required.
- Brief and assign personnel involved in the operation.
- Supervise all incident operational functions (i.e., suppression, HazMat, EMS, etc.)
- Determine resource needs, and request or release resources as required through the IC.
- Ensure that adequate safety measures and accountability procedures are in place.
- Report changes in incident conditions to IC on a regular basis.
- Establish and maintain the appropriate level and location(s) of the RIT function.
- Maintains log of activity as required.

Staging Area Manager

The Staging Area Manager coordinates staging area activities.

Responsibilities of the Staging Area Manager:

- Establish staging area layout.
- Establish check-in function as appropriate.
- Maintain the Staging Area in an orderly condition.
- Post areas for identification and traffic control.
- Respond to requests for resource assignments.
- Determine required resource levels from the Operations Section or directly from the IC on smaller incidents.
- Advise the Operations Officer when reserve levels reach minimums.
- Maintain and provide status to Resource Unit of all resources in Staging Area.
- Demobilize Stating Area in accordance with the Incident Demobilization Plan.
- Maintain log of activity as required.

Fire Suppression Branch Director

The Fire Suppression Branch Director reports directly to the Operations Section Chief or to the IC, Figure 17. He or she makes changes in the actions plan as required to combat the fire situation, reports changes, and requests or releases resources as necessary through the Operations Section Chief.

Responsibilities of the Fire Suppression Branch Director:

- Report to and receive briefing from supervisor.
- Brief and assign resources and supervise fire suppression operations; determine need for and requests additional resources.
- Provide operations section chief with information on changes and progress of incident operations.

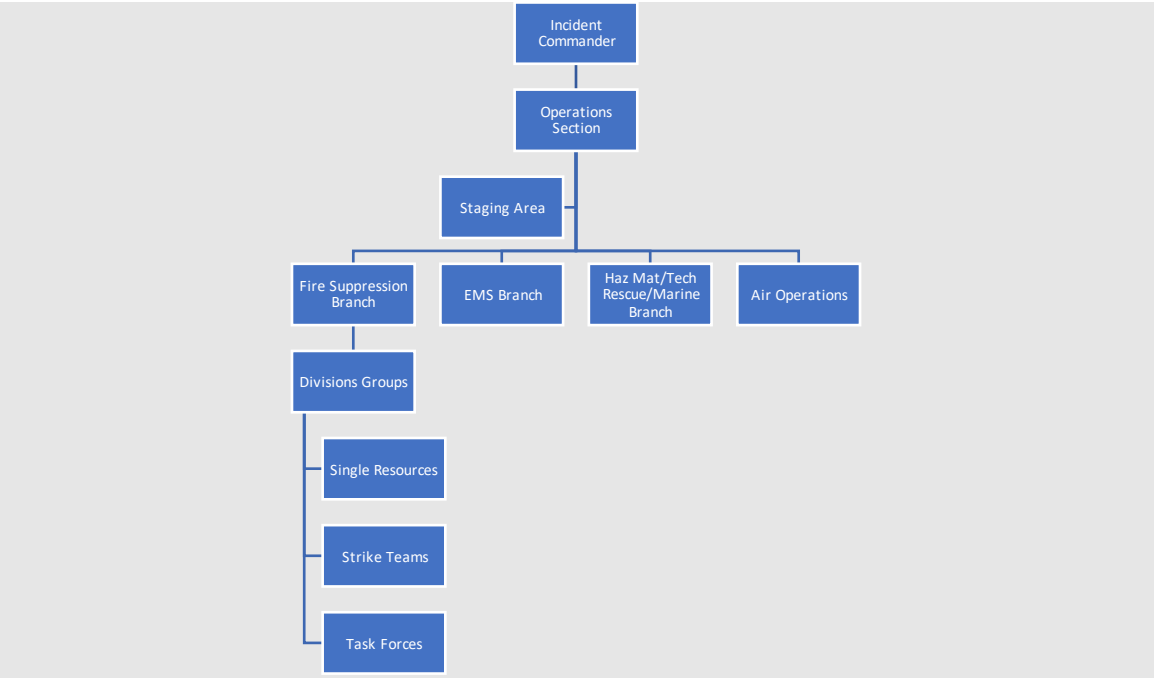


Figure 17: Fire Suppression Branch

EMS Branch Director

The EMS Branch Director, Figure 18, shall report to the Operations Section Chief or to the IC and is responsible for the development of the emergency medical plan for the incident and shall direct all aspects of EMS operations. This includes obtaining medical treatment and transportation of civilian casualties at an incident. NOTE: The Medical Unit, under the Logistics Section, is responsible for the medical care of incident response personnel only.

Responsibilities of the EMS Branch Director:

- Obtains briefing.
- Determines EMS needs, develops plan and advises operations officer of needs and plan.
- Assigns appropriate EMS management positions to subordinates (i.e., Medical Group, Transportation Group).

Medical Director

The senior physician or Medical Director provides medical assistance to the EMS Branch Director in the management of patient care. The physician also provides technical expertise in areas of on-scene triage, treatment, and transportation of injured.

Responsibilities of the Medical Director:

- Obtain briefing from EMS Branch Director.
- Coordinate efforts of medical personnel.
- Assist as a liaison with receiving hospitals.
- Maintain required records.

Medical Group Supervisor

The Medical Group Supervisor reports to the EMS Branch Director and supervises the Triage Unit Leader, the Treatment Unit Leader, and the Medical Supply Coordinator.

The Medical Group Supervisor establishes command and control of the activities within a Medical Group in order to ensure the best possible emergency medical care to patients during a multi-casualty incident.

Responsibilities of the Medical Group Supervisor:

- Participate in EMS Branch/Operations Section planning activities.
- Establish Medical Group with assigned personnel; request additional personnel and resources to handle the magnitude of the incident.
- Designate Unit Leaders and Triage and Treatment Area locations as appropriate.
- Isolate Morgue and Minor Treatment Area from Immediate and Delayed Treatment Areas as able.
- Request law enforcement/coroner involvement as needed.
- Determine amount and types of additional medical resources and supplies needed to handle the magnitude of the incident.
- Establish communications and coordination with Patient Transportation Group Supervisor.
- Ensure notification to area hospitals and local EMS / health agencies.
- Direct and/or supervise on=scene personnel from agencies such as Coroner's Office, Red Cross, law enforcement, ambulance companies, County health agencies, and hospital personnel / volunteers.
- Direct medically trained personnel to appropriate Unit Leader.
- Document activity.

Medical Supply Coordinator

Reports to the Medical Group Supervisor and acquires and maintains control of appropriate medical equipment and supplies from units assigned to the Medical Group.

Responsibilities of the Medical Supply Coordinator:

- Acquire, distribute, and maintain status of medical equipment and supplies within the Medical Group.
- Request additional medical supplies. (If Logistics Section is established, this position would coordinate with the Supply Unit Leader.)
- Distribute medical supplies to Treatment and Triage Units.

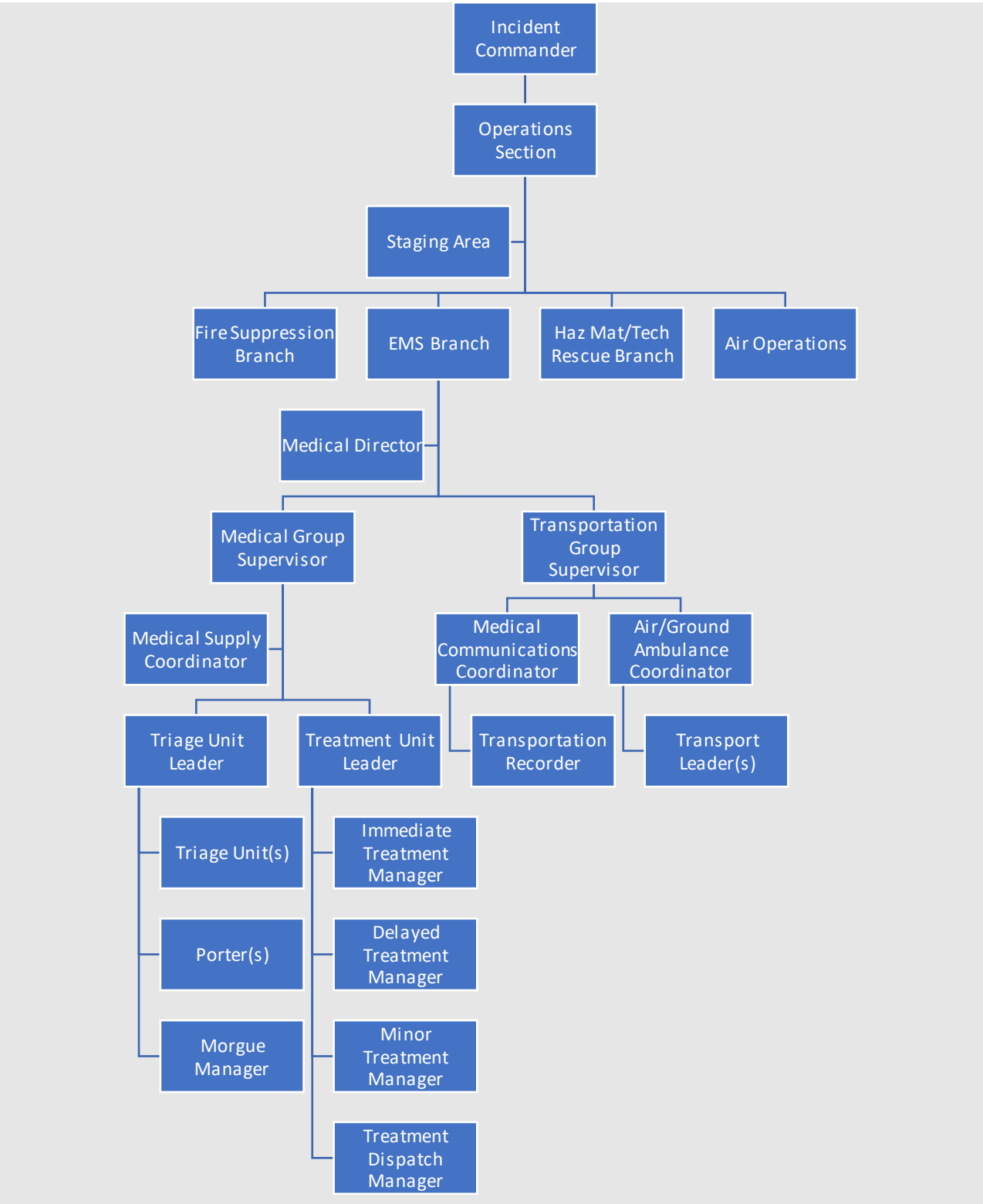


Figure 18: EMS Branch

Triage Unit Leader

The Triage Unit Leader coordinates the assessment of patients according to severity of injuries. The triage officer is responsible for assessing all patients' injuries and directing them to an area for proper care.

Responsibilities of the Triage Unit Leader:

- Report to and obtain briefing from Medical Group Supervisor or EMS Branch Director.
- Establish triage area(s).
- Ensure patients are assessed and re-evaluated as necessary.
- Coordinate movement of patients from the triage area to the appropriate treatment area or to the morgue area.
- Supervises the morgue manager.

Treatment Unit Leader

The Treatment Unit Leader is responsible for overseeing the emergency treatment of patients. This includes coordinating activities with the Triage Unit Leader and the Transportation Group Supervisor.

Responsibilities of the Treatment Unit Leader:

- Report to and obtain briefing from Medical Group Supervisor or EMS Branch Director.
- Establish communications with Triage Unit Leader.
- Determine needs and establishes the treatment area to provide patient care.
- Request needed personnel and medical treatment supplies through the Medical Group Supervisor.
- Secure processing of treated patients through the Transportation Group Supervisor.

Transportation Group Supervisor

The Transportation Group Supervisor reports to the EMS Branch Director and supervises the Medical Communications Coordinator and the Air and Ground Ambulance Coordinators. This position is responsible for the coordination of patient transportation and maintenance of records relating to patient identification, injuries, and mode of off-incident transportation and destination.

Responsibilities of the Transportation Group Supervisor:

- Report to and obtain briefing from EMS Branch Director.
- Establish plan for staging area as well as access and egress from incident site.
- Request needed resources through the chain-of-command.
- Direct the transport of patients as determined by the Treatment Unit Leader.
- Ensure patient information and destination is recorded.
- Communicate with Air/Ground Transport Coordinator.
- Coordinate requests for air ambulance transport through the Air Operations Director.
- Establish air ambulance landing zone (LZ) with the EMS Branch and Air Operations Director.
- Maintain required records.

Regional Healthcare Coordinator

This position communicates with the hospitals and coordinates patient routing to medical facilities. The Regional Healthcare Coordinator communicates individual patient destinations to the Transportation Group Supervisor.

Responsibilities of the Regional Healthcare Coordinator:

- Report to and obtain briefing from Transportation Group Supervisor.
- Determine and maintain status of hospital/medical facility availability and capability.
- Coordinate activities with Treatment Unit Leader and Transportation Group Supervisor.
- Contact primary hospital, determine hospital capacity, and advise of number of patients en route.
- Give hospital assignments to Air/Ground Transport Coordinator.
- Maintain required records and triage tags.

Air/Ground Transport Coordinator

The Air/Ground Transport Coordinator reports to the Transportation Group Supervisor and manages the Air/Ground Ambulance Staging Area and dispatches ambulances as requested.

Responsibilities of the Air/Ground Transport Coordinator:

- In conjunction with Staging Area Manager, establish appropriate staging area for ambulances.
- Establish routes of travel for ambulances for incident operations.
- Establish and maintain communications with the Air Operations Branch Director.
- Maintain communications with Regional Healthcare Coordinator.

Hazardous Materials Branch Director

The Hazardous Materials Branch Director reports directly to the Operations Section Chief, or to the IC, and is responsible for overseeing the actions of those resources assigned to mitigate any hazardous materials situation at the incident.

Responsibilities of the Hazardous Materials Branch Director:

- Report to and obtain briefing from the Operations Section Chief or IC.
- Brief and assign hazardous materials resources on incident action plan, determine the need for and request additional resources through the Operations Chief or IC.
- Assign tasks to hazardous materials personnel.
- Give situation reports and updates to the operations section officer or IC.
- Prepare needed documentation for the IC.

Technical Rescue Branch Director

The Technical Rescue Branch Director reports to the Operations Section Chief, or to the IC, and is responsible for the technical rescue operations at the incident.

Responsibilities of the Technical Rescue Branch Director:

- Report to and obtain briefing from the Operations Section Chief or IC.

- Brief and assign technical rescue resources on incident action plan, determine the need for and request additional resources through the Operations Chief or IC.
- Assign tasks to technical rescue personnel.
- Provide information on the status of technical rescue operations to the Operations Chief or IC.
- Prepare needed documentation for the IC.

Marine Branch Director

The Marine Branch Director reports to the Operations Section Chief or IC. The Marine Branch encompasses operations related to boat or swift water operations on the waterways associated with a particular incident.

Responsibilities of the Marine Branch Director:

- Report to and obtain briefing from the Operations Section Chief or IC.
- Brief and assign marine resources on incident action plans, determine need for and request additional resources through the Operations Chief or IC.
- Provide information on the status of marine operations to the Operations Chief or IC.
- Prepare needed documentation for the IC.

Division or Group Supervisor

The Division or Group shall report directly to the next higher level of supervision. The Division or Group Supervisor is responsible for implementation of their assigned portion of the incident action plan, assignment of and tracking of resources within the Division or Group and reporting on progress of operations and status of resources.

Responsibilities of the Division or Group Supervisor:

- Obtain briefing before assuming command of the assigned Division or Group.
- Brief company officers on incident action plan.
- Assign tasks to units and directly supervises the activities within the Division or Group.
- Ensure that adequate safety measures and personnel accountability procedures are in place.
- Coordinate activities with adjacent divisions or groups.
- Report to next level of supervision when the action plan is changed, additional resources are needed, or the resources are available for reassignment.
- Give situation status reports as required and track assigned resources.

Air Operations Branch Director

The Air Operations Branch Director, who is ground-based, is primarily responsible for preparing the air operations portion of the incident action plan, Figure 19. The Air Operations Branch Director is responsible for providing logistical support to helicopters and/or fixed with aircraft operating at an incident.

Implementation of an Air Operations Branch is anticipated with the IC and the incident action plan has identified the need for extensive aviation support in mitigating or supporting the incident.

The personnel staffing the Air Operations Branch Director, Air Tactical Group Supervisor, Helicopter Coordinator, Air Support Group Supervisor, Helibase Manager, and Helispot Manager positions must

have had formal training or experience in air operations. It is anticipated that these personnel would come from the appropriate agency under a unified incident command system.

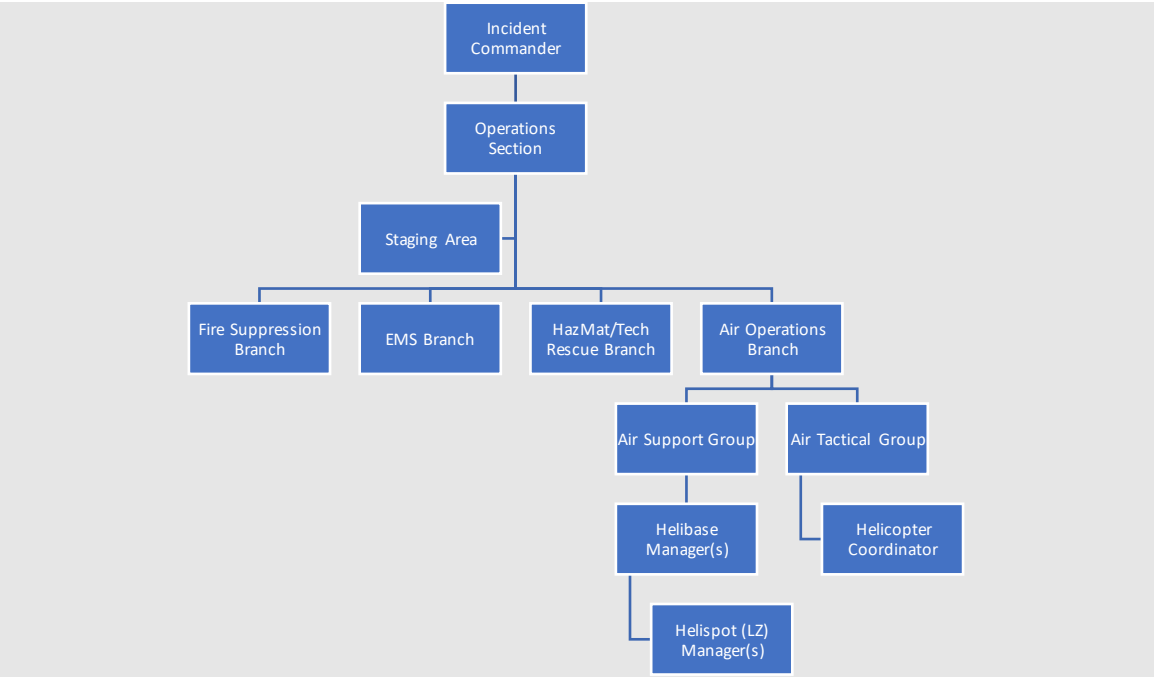


Figure 19: Air Operations Branch

Responsibilities of the Air Operations Branch Director:

- Organize preliminary air operations.
- Request declaration (or cancellation) of restricted air space area. (FAA Regulation 91.137)
- Participate in preparation of the IAP through the Operations Section Chief. Ensure that Air Operations portion of the IAP takes into consideration the Air Traffic Control requirements of assigned aircraft.
- Perform operational planning for air operations.
- Determine coordination procedures for use by air organization with ground Branches, Divisions, or Groups.
- Supervise all Air Operations activities associated with the incident.
- Evaluate helibase locations.
- Establish procedures for emergency reassignment of aircraft.
- Inform the Air Tactical Group Supervisor of the air traffic situation external to the incident.
- Consider requests for non-tactical use of incident aircraft.
- Resolve conflicts concerning non-incident aircraft.
- Coordinate with Federal Aviation Administration (FAA).
- Update Air Operations Plans.
- Report to the Operations Section Chief on air operations activities.
- Report special incidents / accidents and arrange for accident investigation when warranted.

Air Tactical Group Supervisor

This position is primarily responsible for the coordination of aircraft operations when fixed and/or rotary wing aircraft are operating at the incident. The Air Tactical Group Supervisor performs these coordination activities when airborne. The Air Tactical Group Supervisor reports to the Air Operations Branch Director.

Helicopter Coordinator

The Helicopter Coordinator is primarily responsible for coordinating tactical or logistical helicopter mission(s) at the incident. The Helicopter Coordinator can be airborne or on the ground and operating from an elevated vantage point. The Helicopter Coordinator reports to the Air Tactical Group Supervisor. Activation of this position is contingent upon the complexity of the incident and the number of assigned helicopters. There may be more than one Helicopter Coordinator assigned to an incident.

Air Support Group Supervisor

This position is primarily responsible for supporting and managing helibase and helispot (LZ) operations. This includes providing fuel and other supplies, managing maintenance and repair of helicopters, keeping records of helicopter activity, and enforcement of safety regulations. These major functions are performed at helibases and helisposts. During landing and take-off and while on the ground, helicopters are under the control of the Air Support Groups, Helibase, or Heispot Managers. The Air Support Group Supervisor reports to the Air Operations Director.

Helibase Manager

Responsible for security and coordination of all activities at the base of helicopter operations.

Helispot (Landing Zone) Manager

This position is most frequently established on aeromedical transport of patients from an incident.

Responsibilities of the Helispot (LZ) Manager:

- Responsible for security and coordination of all activities at the helispot area.
- Coordinate air traffic control and communications with pilots, Helibase Manager, Helicopter Coordinator, and Air Tactical Group Supervisor when appropriate.
- Ensure crash-rescue services are available.
- Ensure that dust control is adequate, that debris cannot blow into the rotor system, that touchdown slope is not excessive, and that rotor clearance is sufficient.
- Coordinate with pilots for proper loading and unloading and safety problems.

The Helispot Manager must ensure coordination when multiple helicopters have been dispatched to a specific incident and/or landing zone. If multiple helicopters are dispatched to an incident, the helispot manager shall establish communications with the flight crew(s) on a separate frequency.

The Helispot Manager shall direct the helicopters into the LZ in an assigned order based on estimated time of arrival and other pertinent factors.

Planning Section Chief

The Planning Section Chief shall be responsible for collecting, analyzing, and disseminating information on an incident. The Planning Section Chief is a member of the IC's General Staff. The planning section is responsible for the collection, evaluation, dissemination and use of information about the development of the incident and status of resources. Information is provided to the IC to predict the probable course of events and prepare alternative strategies and control operations for the incident. This section maintains information about the incident and provides technical specialists to assist the IC in formulating the plan for managing the incident. The technical specialists report to the planning officer.

On larger scale incidents, command of this component will generally be assigned to a senior command member of the fire department.

Responsibilities of the Planning Section Chief:

- Report to and obtain briefing from IC.
- Supervise the development of the incident action plan under the guidance of the IC.
- Predict incident potential.
- Assemble information on alternative strategies.
- Identify need for specialized resources.
- Perform operational planning jointly with operations section.
- Establish special information collection activities as necessary (i.e., weather, environmental, toxins).
- Secure technical specialists as required by IC.
- Compile and display situation status and resource status.
- Oversee preparation and implementation of incident demobilization plan.
- Compile incident status information and document all incident activity for permanent historical record of incident.

Resource Unit Leader

The Resource Unit Leader is responsible for maintaining the status of all assigned resources (primary and support) at an incident and reports to the Planning Section Chief. This is achieved by overseeing the check-in of all resources, maintaining an accountability system indicating current location and status of all resources, and maintenance of a master list of all resources, such as key supervisory personnel, primary and support resources, etc.

Responsibilities of the Resource Unit Leader:

- Establish check-in function at incident locations.
- A Check-In Recorder reports to the Resources Unit Leader and is responsible for accounting for all resources assigned to an incident.
- Maintain and post the current status and location of all resources.
- Maintain master roster of all resources checked in at the incident.

Situation Unit Leader

The Situation Unit Leader is responsible for the analysis of the situation as it progresses and reports to the planning Section Chief.

Responsibilities of the Situation Unit Leader:

- Begin collection and analysis of incident data as soon as possible.
- Prepare, post, or disseminate resource and situation status information as required, including special requests.
- Prepare periodic predictions as requested.
- Diagram the incident and track activities that need to be accomplished, are underway, and have been completed.
- Provide photographic services and maps if required.
- Prepare appropriate directories (e.g., maps, instructions, etc.) for inclusion in demobilization plan.
- Distribute demobilization plan (onsite and offsite).
- Supervise execution of Incident Demobilization Plan.
- Brief Planning Section Chief on demobilization progress.

Documentation Unit

The documentation function is an essential aspect of command post support. The Planning Section Chief at the command post should address this requirement. A dedicated position for this function should be filled on a working incident that escalates to a significant size, increases dramatically in complexity, or provides the indication that it will span multiple 12-hour operational periods.

Documentation is responsible for the capture of information from the command boards as the incident progresses and changes. Digital photographs work well for this task.

Documentation should obtain preplans or other relevant incident information for use by the command staff as necessary.

Demobilization Unit

The Demobilization unit function is an important aspect of command post support. The Planning Chief at the command post should address this requirement. A dedicated position for this function should be filled on a working incident that escalates to a significant size, increases dramatically in complexity, or provides the indication that it will span multiple 12-hour operational periods.

The assessment of what units can be demobilized should begin to be assessed once the event is, or soon will be, declared stable. Coordination with ECC regarding coverage needs for the rest of the jurisdiction should be discussed with command and factored into this assessment.

An assessment of the best order of demobilization should be developed into a release plan. Other factors such as units having equipment committed to the scene (hose laid out, engines attached to hydrants, etc.) would be factored into the demobilization plan. Additional conditions such as units being placed out of service for mechanical reasons, units requiring alternate assignments (CISM / Peer Support debriefings, etc.), assignments for station fills would be factored in.

Technical Specialists

Technical specialists are advisors with special skills needed to support incident operations. These specialists do not need to be members of the Fire Rescue Department. Technical specialists may repot to the planning section officer, may function within an existing unit (e.g., structural engineers), or be reassigned to other parts of the organization (e.g., Operations Section).

Water Supply Officer

Depending on the levels of ICS that have been implemented, this position reports to and obtains briefing from the IC, Operations, or Planning Section Chief.

Responsibilities of the Water Supply Officer:

- Determine current needs and project future requirements.
- Prepare contingency plan for water supply.

Logistics Section Chief

The Logistics Section Chief is a member of the IC's General Staff, Figure 20. The Logistics Section is responsible for providing facilities, services, and materials in support of the incident. This component secures all resources that are not a normal requirement of the Fire Rescue Department (i.e., supplies, fuel, food, facilities, and equipment maintenance) including support resources unique to the incident.

Responsibilities of the Logistics Section Chief:

- Report to and obtain briefing from IC.
- Participate in the preparation of the IAP.
- Assemble needed resources in close coordination with other members of general staff.
- Communicate with Resources Unit as Logistics Section resources are activated including names and locations of assigned personnel.
- Assemble and brief Branch Directors and Unit Leaders.
- Coordinate and process requests for additional resources.
- Identify service and support functions needed on the incident.
- Receive Demobilization Plan from Planning Section.
- Plan and coordinate stairwell support function at high-rise incidents.
- Maintain log of requests for, and of, any materials received and used.

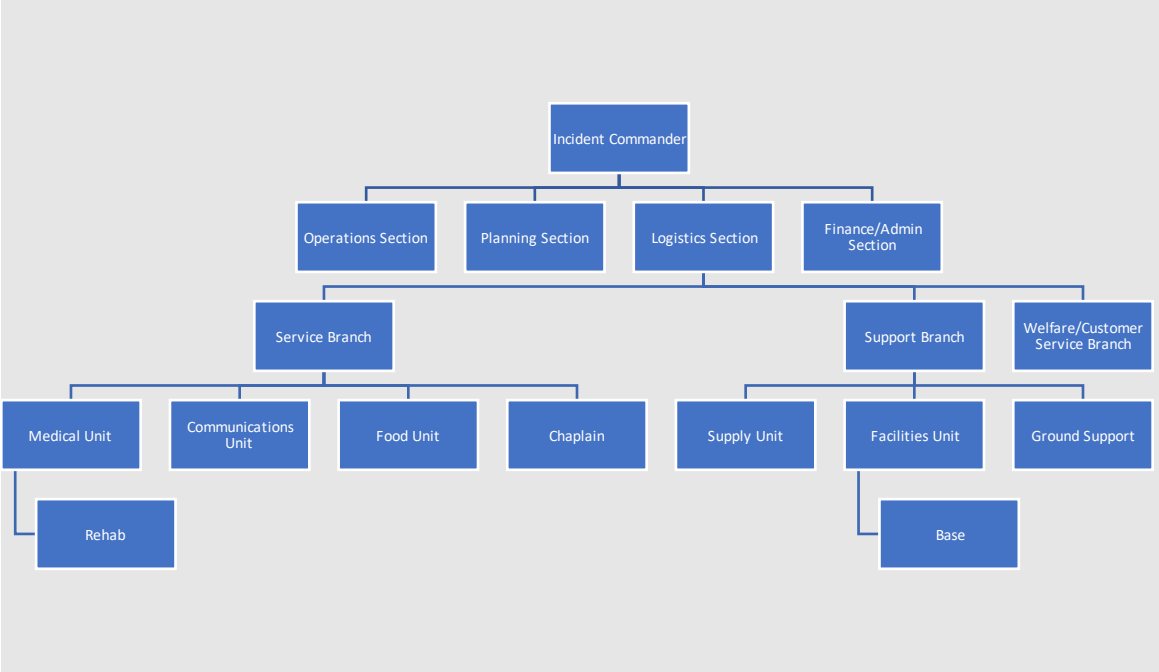


Figure 20: Logistics Section

Service Branch Director

When activated, the Service Branch Director is under the supervision of the Logistics Section Chief and is responsible for the management of all service activities at the incident. The Service Branch Director supervises the operations of Communications, Medical, and Food Units.

Responsibilities of the Service Branch Director:

- Determine level of service required to support operations.
- Participate in planning meetings of Logistics Section personnel.
- Review IAP.
- Organize and prepare assignments for Service Branch personnel.
- Maintain documentation of unit activity.

Medical Unit Leader

Under the direction of the Service Branch Director or Logistics Section Chief the Medical Unit Leader is primarily responsible for the development of the Medical Plan pertaining specifically to emergency services personnel operating on the incident. The Medical Unit Leader is also responsible for obtaining medical aid and transportation for injured and sick incident personnel and the preparation of reports and records. The Medical Unit Leader must provide an organized response for the physical well-being of members as well as the mental well-being of members. To accomplish this task, a designated rehabilitation area(s) must be established. The safety and well-being of emergency personnel is the paramount objective of this position.

Responsibilities of the Medical Unit Leader:

- Participate in Logistics Section/Service Branch planning activities.
- Prepare the Medical Plan.

- Respond to requests for medical aid, medical transport, and medical supplies of the fire and rescue and/or other emergency responders working at the incident.
- Determine the rehabilitation needs for members.
- Identify a Rehabilitation Manager when required.

Rehabilitation Manager

Reports to the Medical Unit Leader and is responsible for the rehabilitation of members.

Responsibilities of the Rehabilitation Manager:

- Designate responder rehabilitation location(s) and ensure the location(s) are announced via radio with the designation "Rehab."
- Request the necessary resources to evaluate the medical condition of personnel being rehabilitated.
- Ensure all units assigned to Rehab remain together and remain on the assigned radio channel.
- Request necessary resources for rehabilitation of members (i.e., water, medical supplies, heating/cooling equipment, staffing).
- Request food through Food Unit or Logistics Section Chief as needed for members.
- Reassign rehabilitation members to the Staging Manager when ready for deployment.
- Maintain documentation and appropriate records.

Communications Unit Leader

Under the direction of the Service Branch Director or Logistics Section Chief, the Communications Unit Leader is responsible for developing plans for the effective use of incident communications equipment and facilities, installing and testing communications equipment, supervising the Incident Communications Center, distributing communications equipment to incident personnel, and the maintaining and repairing communications equipment.

Responsibilities of the Communications Unit Leader:

- Determine unit personnel needs.
- Prepare and implement a Communications Plan.
- Ensure the Incident Communications Center and Message Center is established.
- Ensure a communications equipment accountability system is established.
- Provide technical information as required for:
    - Adequacy of communications systems currently in operation.
    - Geographic limitations on communications systems.
    - Equipment capabilities/limitations.
    - Amount and type of equipment available.
- Maintain documentation on all communications equipment.
- Recover communications equipment as units are relieved and/or released.

Food Unit Leader

Responsible for supplying the food needs for the entire incident. On small-scale incidents, the IC usually addresses this need through use of a canteen unit.

Responsibilities of the Food Unit Leader:

- Determine food and water requirements.
- Determine method of feeding to best fit the situation.
- Order sufficient food and potable water from Supply Unit.
- Maintain inventory.
- Supervise caterers, cooks, and other Food Unit personnel.
- Maintain food service area to health and safety standards.

Lead Chaplain

The Lead Chaplain reports to the Logistics Section Chief and supports command staff as required. He/she should also establish and direct support for the necessary religious support positions needed to assist on the incident as directed by the Logistics Chief.

Each Chaplain and Clergy member assigned and working in the area of the incident scene should be issued a temporary identification card by the jurisdiction in which the incident occurs. These identification cards will only be issued once the Lead Chaplain has verified the credentials.

Responsibilities of the Lead Chaplain:

- Verify credentials of Chaplains and Clergy.
- Deploy Chaplains and Clergy where needed/requested.
- Check on well-being of personnel.
- Provide religious support for emergency workers and victims.

Support Branch Director

Under the direction of the Logistics Section Chief, the Support Branch Director is responsible for the development and implementation of logistics plans in support of the IAP. The Support Branch Director supervises the operations of Supply, Facilities, and Ground Support Units.

Responsibilities of the Support Branch Director:

- Obtain work materials.
- Identify Support Branch personnel dispatched to the incident.
- Determine initial support operations in coordination with Logistics Section and Service Branch Director.
- Prepare initial organization and assignments for support operations.
- Resolve problems associated with requests from Operations Section.
- Maintain documentation of activity.

Supply Unit Leader

The Supply Unit Leader is responsible for ordering personnel, equipment and supplies, receiving and storing all supplies for the incident, maintaining an inventory of supplies, and servicing non-expendable supplies and equipment.

Responsibilities of the Supply Unit Leader:

- Participate in Logistics Section/Support Branch planning activities.
- Determine the type and number of supplies en route.
- Review IAP for information on operations of Supply Unit.

- Develop and implement safety and security requirements.
- Order, receive, distribute, and store supplies and equipment.
- Maintain inventory.
- Service reusable equipment.
- Submit reports to Support Branch Director.

Facilities Unit Leader

The Facilities Unit Leader is primarily responsible for the layout and activation of incident facilities, such as Base and the Incident Command Post. The Unit provides sleeping and sanitation facilities for incident personnel and manages Base operations. Base is assigned a manager who reports to the Facilities Unit Leader and is responsible for managing the Operation of the facility. The basic functions or activities of the Base Manager are to provide security service and general maintenance. The Facility Unit Leader reports to the Support Branch Director.

Responsibilities of the Facilities Unit Leader:

- Review the IAP.
- Participate in Logistics Section/Support Branch planning activities.
- Determine requirements for each facility.
- Prepare layouts of incident facilities.
- Notify Unit Leaders of facility layout.

Base Manager

The Base Manager shall be responsible for stockpiling and cataloging resources (personnel, apparatus, tools, and equipment) necessary, but not immediately available, for incident operations. A base area and Base Manager will be typically assigned at incidents that are large-scale and long-term. Base will also be established at structure fires where the staging area is located separate from the apparatus, such as at a high-rise building or shopping mall fire. Base is the location at which apparatus is parked. Base reports to Logistics or the IC.

Responsibilities of the Base Manager:

- Report to and obtain briefing from the Logistics Officer and select location for base area.
- Obtain necessary equipment and supplies.
- Ensure that all facilities and equipment are set up and functioning to include sanitation facilities (including showers) and sleeping facilities.
- Designate sleeping area assignments.
- Ensure facility maintenance services with appropriate personnel are identified and provide for base area.

Ground Support Unit Leader

Primarily responsible for support of out-of-service resources; transport of personnel, supplies, food, and equipment; fueling service, maintenance, and repair of vehicles and other ground support equipment; and implementing the Traffic Plan for the incident.

Responsibilities of the Ground Support Unit Leader:

- Participates in Logistics Section/Support Branch planning activities.

- Develop and implement a Traffic Plan.
- Support out of service resources.
- Notify Resources Unit of status changes on support and transportation vehicles.
- Arrange and activate fueling, maintenance, and repair of ground resources.
- Provide transportation services.
- Collect user information on rented equipment.
- Requisition maintenance and repair supplies (i.e., fuel, oil, spare parts).
- Submit reports to Support Branch Director.

Welfare/Customer Service Branch Director

The Welfare Director is responsible for providing an organized response for the physical well-being of civilian evacuees on an incident. To accomplish this task, it may be necessary to establish refuge areas and/or evacuation centers.

Responsibilities of the Welfare/Customer Service Branch Director:

- Obtain briefing from the Logistics Officer.
- Determine the welfare needs for civilian evacuees.
- Determine if needs of chaplain are necessary.
- Establish refuge area and/or evacuation center.
- Coordinate with Logistics Officer to obtain food and fluids.
- Work through Liaison Officer to obtain assistance from outside agencies (e.g., Red Cross and/or Salvation Army).

Finance/Administration Section Chief

The Finance/Administration Section Chief, Figure 21, is a member of the IC's General Staff and is responsible for addressing all documentation needs, overseeing record keeping and documentation for potential cost recovery efforts or litigation on an incident. This section manages all financial matters relating to the agency's involvement in incident operations. This section should be used at an incident that poses a significant liability or financial commitment for the department.

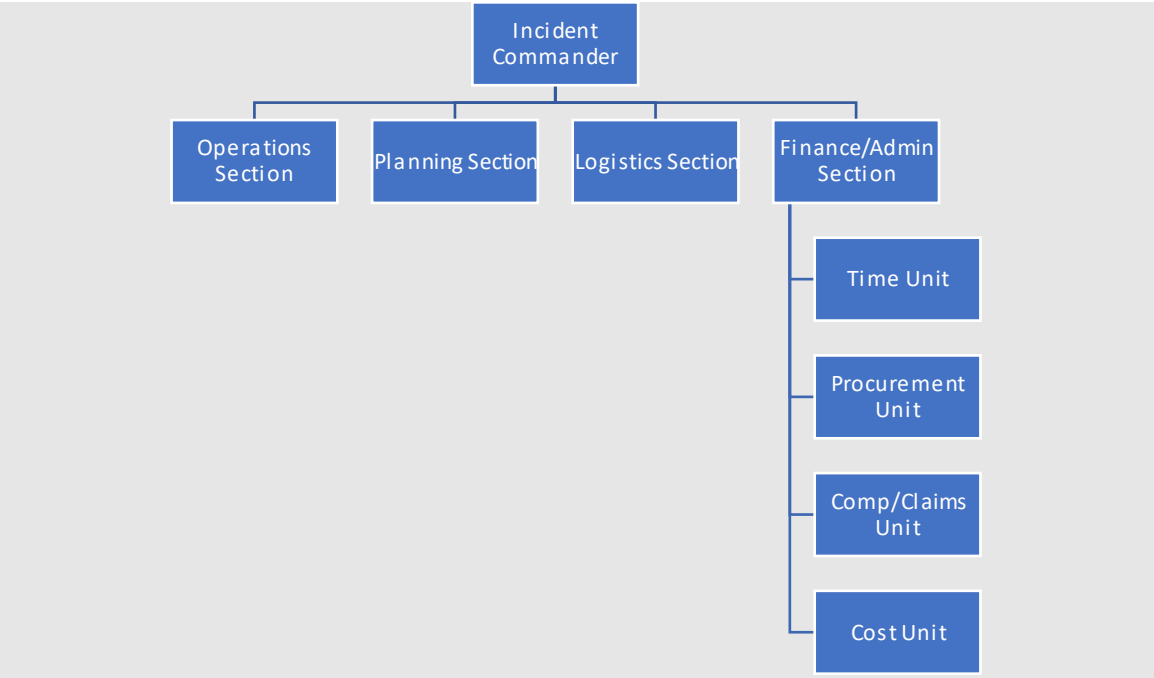


Figure 21: Finance/Administration Section Chief

Responsibilities of the Finance/Administration Section Chief:

- Obtain briefing and direction from IC.
- Assemble needed resources.
- Document and record incident activities for cost recovery efforts.
- Handle documentation for potential cost recovery efforts.
- Manage financial issues for securing assistance from outside agencies.

Time Unit Leader

Responsible for record keeping of time for personnel assigned and working at an incident.

Procurement Unit Leader

Responsible for financial matters involving the vendors providing material resources required for the incident.

Compensation/Claims Unit Leader

Responsible for financial concerns resulting from injuries and fatalities of response personnel at an incident.

Cost Unit Leader

Responsible for tracking expenses, analyzing cost data, making cost estimates and recommending cost-saving measures.