15.0201 Preparing for the response:

A. Personnel shall don protective clothing in the fire station.
B. Apparatus Operators shall know location of incident before responding.
C. Map books and/or computers should be retrieved and opened to the correct page for the structure **AND HYDRANT** locations during the apparatus response.
D. Check if a pre-plan is available in the pre-plan book or in the Fire House Mobile software if available on the apparatus during response.
E. If a site access sheet is available in the map book, refer to it ASAP.
F. Collect Accountability Tags before responding.

15.0202 CTFD's fire ground priorities are:

RECEO VS & I

A. Rescue
B. Exposures (internal & external)
C. Confinement
D. Extinguishment
E. Overhaul (Investigation)
F. Ventilation (as needed)
G. Salvage (begins immediately or as soon as possible)
H. Investigation (begins immediately or as soon as possible)

Priority shall be given to A, B, C, D, and E by the Incident Commander to protect Life Safety, Incident Stabilization and Property Conservation.

15.0203 Incident management references elsewhere:
NOT IMPLEMENTED AT THIS TIME
Accountability system - Section 4.22
Ambulance use (EMS) - Section 4.30
Apparatus safety - Section 4.13 - 4.15
Firefighter injury/fatality - Section 4.27
Motor vehicle driving - Section 4.17 - 4.20
PASS devices - Section 4.25
Probationary employee limitations - Section 4.04
Protective clothing - Section 4.08
Rapid intervention team procedures - Section 4.35 - 4.41
Rest & rehabilitation - Section 4.31
Safety officer - Section 4.03 & 4.32
SCBA use - Section 4.26
Structural evacuations - Section 4.23
Unaccounted persons - Section 4.24
Vehicle crew supervision - Section 4.21

15.0204 Establishment of Command:

When responding to a request for assistance, the first arriving fire department unit shall give a size-up and take command of the incident. Command shall be established by their location. Establishment of command shall be performed in the following manner: "Engine XX is on location 453 Church Road, nothing showing from a 2 story fire station, establishing Church Road command. Engine XX has hooked to a hydrant and will be advancing a pre-connected hose line."

15.0205 Transfer of Command:

Transfer of Command **MAY** occur when an officer with higher rank arrives or a better qualified individual on the scene of the incident (e.g. Hazmat, Rescue, etc). The officer of higher rank shall be briefed "face to face" on the current situation. This officer shall then assume command and inform the communication center of the transfer of command. The transfer of command should also occur if the first initial Incident Commander is performing other job functions. The next arriving officers should be briefed on the situation then assume the command function.

15.0206 Command/Chief Officers:

At any time, Chief Officers of the department reserve the right to assume command of any incident.

15.0207 Communications with Command:

Command shall be the only person to communicate with the communication center.

15.0208 Multiple incidents:

When the department responds to multiple incidents, command must identify their location. For two incidents occurring at the same time on Welsh Road and Fawn Drive, the two would be identified as Welsh Road command and the other as Fawn Drive command.

15.0209 Command responsibilities:

The incident commander is responsible for the command functions at all times. As the identity of the incident commander changes, through transfer of command, this responsibility shifts with the title. The term command in these procedures refers jointly to both the person and the function.

Command Procedures are designed to accomplish the following:

A. Fix the responsibility for Command on a certain individual through a standard identification system depending on the arrival sequence of members, companies, and officers.
B. Insure that strong, direct, and visible Command will be established as early as possible in the operation.
C. Provide a system for the orderly transfer of Command to subsequent arriving officers.

15.0210 Responsibility:

Command is responsible seeing that four basic fire ground objectives are achieved:

A. Provide for the safety and welfare of fire fighting personnel.
B. Remove endangered occupants and treat the injured.
C. Stabilize the incident.
D. Conserve property after incident stabilization is achieved.

Command is responsible for the following functions as required by the circumstances of the situation.

   A. Assume and confirm Command and take an effective position.
   B. Rapidly evaluate the situation (size-up).
   C. Initiate, maintain, and control the communications process.
   D. Identify the overall strategy, develop an attack plan and assign units.
   E. Develop an effective fire ground organization.
   F. Provide continuing Command within the framework of standard operating procedures.
   G. Coordinate the transfer of Command, as required.
   H. Request and assign additional resources as required.
   I. Return companies to service and terminate Command.

All these functions are responsibilities of Command. The first five (5) functions must be addressed immediately from the initial assumption of Command.

15.0211 Command structure:

It is the responsibility of Command to develop an organizational structure, using standard operating guidelines to effectively manage fire ground operations. The development of the organizational structure should begin with the implementation of the initial tactical control measures and may continue through a number of phases, depending on the size and complexity of the particular situation. The objective must be to develop the command organization at a pace, which stays ahead of, or even with the tactical deployment of companies.

The basic configuration of a Command structure includes three levels:

   A. STRATEGIC LEVEL - overall incident command
   B. TACTICAL LEVEL - direction of groups and divisions
   C. TASK LEVEL – individual company activities

The strategic level involves the overall command of the incident and includes establishing major objectives, setting priorities, allocating resources, predicting outcomes, determining the mode of operations (offensive or defensive) and assigning specific objectives to Tactical Level units.

The tactical level includes intermediate level officers directing activities toward specific objectives. Tactical Level officers include division or group officers, in charge of grouped resources operating in assigned areas or providing special functions at the scene of an incident. The accumulated achievement of tactical objectives should accomplish strategic level objectives.

The task level refers to those activities normally accomplished by individual companies or specific personnel. Task Level activities are routinely supervised by company officers. The accumulated achievement of Task Level activities should accomplish tactical objectives.

The most basic structure for a routine incident involving a small number of companies involves only two levels. The role of Command combines the Strategic and Tactical levels. Companies report directly to Command and operate at the Task level.

In more complex situations, Command should group companies to work in divisions or groups. The Sector Officers operate at the Tactical Level, directing the work of several companies or performing specialized functions as requested by Command. Command continues to operate at the Strategic Level, determining and directing the overall strategy to deal with the incident.

15.0212 Command post organization:

The responsibilities assigned to Command often require the involvement of more than one individual to manage Command functions. The officer in Command of a working incident is routinely assisted by other assigned personnel in managing information at the Command Post, gathering information by reconnaissance, assisting with communications and providing liaison. **The Incident Commander shall don the incident commander vest.**

The command post organization may be expanded through the involvement of other officers and firefighters to provide incident planning and/or technical support at the command post. The roles of the individuals performing these functions may vary, depending on the situation.

As the fire ground organization grows in complexity, the Incident Commander may implement an additional intermediate level within the command post. The control level involves Operations Officers who provide direct supervision over Division and Group Officers and handle radio communications with the Division and Group Officers for the Incident Commander. This allows the Incident Commander to be removed from the immediate pressures of radio traffic and to focus on the strategic aspects of the overall situation and management of the organization.

STRATEGIC LEVEL - Incident Commander
CONTROL LEVEL - Operations Officers
TACTICAL LEVEL – Group or Division Officers
TASK LEVEL - Companies

Operations Officers function internally within the command post and assume responsibility for major segments of the fire ground organization.

Operations Officers shall be physically located at the command post and communicate with the Incident Commander on a face-to-face basis. (If it is necessary to have an Operations Officer function in a remote location, a separate command channel is advisable to communicate directly with the Incident Commander.)

The function of the Operations Officer is frequently initiated when a ranking officer assumes responsibility for overall Incident Command and elects to have the relieved officer continue as the Operations Officer communicating as "operations".

Additional officers may be assigned to subdivide responsibilities within the command post.

15.0213 Fire ground management:

This section will provide the incident commander with an organized method to break down the fire ground into manageable units. All units will have a designated name to identify them, resulting in an organized fire ground system.

15.0214 Fire building identification:

A building has been said to have six sides, the front, rear, two sides, roof and basement. To help all firefighters, the following terminology shall be followed to identify the various sides of a building. Starting at the ADDRESS Side of the building and working clockwise, all sides will be given a letter. The ADDRESS SIDE of a building is designated side A, the next side is B, the rear, side C, and the next side D. This lettering has no correlation as to north or any other direction. Side A is always the ADDRESS SIDE of the fire building as determined by street frontage.

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Realizing that situations arise where the address side as Side A may not be the best identification, the Incident Commander does have the authority to re-designate what side is Side A if there is a need to vary from the normal address side as Side A.

For multisided buildings that have more than the conventional four sides, the identification shall expand to side E, side F, etc., utilizing the next letter in the alphabet to coincide with the number of sides the building has.

15.0215 Exposure identification:

When command assigns companies or units to exposure protection, command shall have a method of identifying the exposures. Simply telling units to take the north exposure can be confusing, especially if one does not know where north is!

As one faces the front of the fire building, the exposure at one's back is exposure A. Exposures B, C, and D, etc are clockwise around the building on fire. The identification of the exposure building shall coincide with the identification of the sides of the fire building. E.g. Side B, Exposure B; Side E, Exposure E.

15.0216 Divisions:

We have seen how to manage buildings, interior of buildings and exposures by using sides, exposure numbers, and sectoring. To manage multi-story buildings and the various floors within them the term division shall be used. Floor two would be division two, floor three, division three. To communicate with an officer on the 9th floor in a corner apartment, they would be referred to Division 9A - the 9th floor of the building and in Sector A of the 9th floor.

15.0217 Sectoring:

Sectoring provides the incident commander with the option to reduce the fire building into smaller, more manageable areas. On smaller buildings there may only be two sectors, interior and roof. It will be the responsibility of command to create sectors as needed to manage the fire ground. So as not to confuse sectors with exposures or buildings, letters shall be used to denote sectors. In using sectors, it is advisable to use the term interior or roof when referring to these areas, however, when the interior is subdivided into smaller areas, the term interior sector cannot be used.

In large areas such as in mills or plants, they shall be sub-divided.

15.0218 Groups:

Groups are companies of personnel and/or equipment assigned a specific task to accomplish and is required to move throughout the fire building or fire area. Such groups would be a ventilation group, medical group, or resource group. Groups should be created by command to perform specialized functions that must be performed in a variety of different areas of the fire.

15.0219 Assuming command:

When an officer or company arrives on the scene of an emergency, they shall assume command. Command maybe transferred upon arrival of the next incoming unit. As per our communication policy, a size-up shall be transmitted indicating conditions on arrival and any special orders and/or information.

15.0220 Risk assessment:

The Incident Commander shall constantly analyze risk assessment:

A. A 360 degree visual size-up should be made of the emergency scene as soon as possible (and periodically) to determine hazards and risks.
B. Risk a life to save a known life.
C. Risk a lot to save a lot.
D. Risk nothing to save nothing.

15.0221 Fire attack:

Command shall see that an appropriate attack is made to control, extinguish, or impede the spread of fire. Initial hose lines shall be placed between the fire and the most severe exposure.

15.0222 Rapid intervention team:

Anytime a crew is operating in a Hot Zone, a Rapid Intervention Team, with the same size or larger attack line, and with the necessary equipment to perform firefighter rescue shall be posed and ready to intervene should any crew experience problems. Their sole purpose is to rescue the crew should they experience trouble. Larger scale incidents may need 2nd RIT. See section 4.35 for RIT Procedures.

15.0223 Aggressive interior attacks:

Interior Offensive Attacks under fire and/or heavy smoke conditions should not be made unless at least six fire personnel are assembled on location:

A. 1 - Incident Commander / Safety Officer
B. 1 - Driver/Operator on an Engine
C. 2 - Fire attack hose line
D. 2 - Back-up line (Acting as a rapid intervention team)

The exact assignments may vary according to the situation but these are generally critical positions to fill as soon as possible. If six personnel are not available, exterior defensive operations should be conducted until at least six are on location and equipped to function safely, unless fire operations can be safely conducted with fewer personnel. A Safety Officer should be assigned as soon as possible!

15.0224 Emergency scene zones:

Danger zones should be identified as soon as possible by the Incident Commander or Safety Officer and follow the same logic as Hazardous Materials Incidents:

A. **Hot Zone** - that area that is environmentally unsafe or could potentially become rapidly unsafe. Example: collapse area of a single-family dwelling. FULL protective clothing (SCBA) must be worn in this area. The area may be identified with barrier tape also.
B. **Warm Zone** - that area between the hot zone and cold zone that serves as a buffer between the immediate danger area and the safe area. Protective Clothing must be worn in this area. SCBA should be worn and ready for use but need not be in the operational mode unless conditions require. NOTE: warm zones could become hot zones due to wind shifts, etc.
C. **Cold Zone** - that area that is in no danger and safe for citizens and unprotected fire fighters. The rest & rehabilitation sector should be in the cold zone.

15.0225 Benchmark/progress reports:

Command shall transmit benchmark and progress reports to the Communication Center. Benchmark reports are critical time stamps attached to the incident to indicate when important tasks are completed. Progress report informs the communication center and operating units the status of the incident. Benchmark/Progress reports shall include the basic following information for all fires and fire related incidents:

   A. Location of fire;
   B. Type of building or property involved and occupancy;
   C. Number of divisions;
   D. Exposures, if any;
   E. Water on the fire;
   F. Extent of fire in building or property;
   G. Intended action.
   H. Search results both primary and secondary;

For other operations the following information shall be transmitted for benchmark/progress reports:

   A. Location of incident;
   B. Type of incident;
   C. What is involved (Motor vehicles, hazardous materials, etc.);
   D. Injuries, if any;
   E. Additional resources, if needed;
   F. Intended action;
   G. Level of response, emergency or non emergency;
   H. Stabilization of incident (extrication of patient, hazard mitigation);
   I. Arrival of utility companies.

Additional progress reports following the initial report will update and substantiate the above information.

15.0226 Searches:

The results of all searches (primary and secondary) shall be transmitted to the Incident Commander and then the Incident Commander shall inform the Communications Center.

15.0227 Additional apparatus and/or staff/equipment:

The request of additional personnel and equipment for the extinguishment of the fire is the responsibility of command. Additional apparatus/equipment will be requested based on the following conditions:

   A. Life hazard is greater than the present resources available;
   B. Exposures: The fire has or is rapidly extending to exposures and the on scene resources are not sufficient to cope with the situation.
   C. Personnel: Due to extreme heat or cold; or fatigue, additional personnel should be secured to preserve the health and safety of on-scene personnel.
   D. Fire: The fire is of such magnitude that there is not have enough personnel or equipment to handle the current or anticipated fire.
   E. Lack of sufficient water supply.

15.0228 Staging areas:

A. **Level I Staging:** on ALL one alarm fires any unit not assigned a specific location on the fire scene shall stage one block away in the direction of the fire scene and wait for placement by the Incident Commander.
B. **Level II Staging:** Whenever additional alarms are struck, command shall create and maintain a staging area. This area shall be described and its location given to the communications center. All incoming companies shall report to staging and not to the fire. As additional companies are required, they shall be taken from the staging area.

15.0229 Radio frequencies:

When operating on the emergency scene, all arriving units shall switch to a tactical fire ground channel. The Incident Commander shall communicate this order and designate the fire ground frequency. The purpose of this fire ground frequency is to ensure safe, clear communications of crews working in the emergency area. The clear, audible radio transmissions of crews working in the danger zone shall have priority over non-critical radio transmissions.

15.0230 Fire ground management:

Command shall divide the fire ground in to smaller more manageable segments. This shall be performed at the discretion of command.

15.0231 Emergency scene preservation:

It shall be a primary responsibility of the Incident Commander to see that the emergency scene is preserved for evidence until such time that potential evidence is no longer a factor.

Some cases for the need of scene preservation may be (but is not limited to):
A. Undetermined fire cause
B. Fire fighter or civilian injury
C. Fire fighter or civilian death

Ensure the scene is treated as a "crime scene" and obtain assistance from a law enforcement agency immediately. Photographs and/or video footage may be necessary and in the case of fire fighter injury/death, careful preservation and documentation of protective clothing/equipment use is critical. DO NOT move anything unless you absolutely have to. Document where and how it was BEFORE you move it!

15.0232 Incident commander:

This person is in charge of the overall situation and is responsible for the operation of the entire incident. This person shall be located at the command post and shall be designated as "Command". All persons shall refer to this person as "Command".

Duties: Command shall be responsible for the establishment of the Incident Command System. Command shall be responsible for all components of the command system unless Command delegates or establishes the remaining positions of the command system.

The duties shall be as follows. These duties include, but are not limited to:
A. Obtain situation briefing;
B. Establish command post and staging area, advise communications center;

    C. Identify and prioritize immediate and potential problems;
        a. Fires with trapped victims
        b. Fires, with probability of spreading
        c. Major mass casualty or medical
        d. Trapped victims
        e. Hazardous materials
        f. Large fires with no spread potential
        g. General assistance

    D. Establish radio frequencies to be used;
    E. Authorize incident action plan;
    F. Appoint and brief staff as needed;
        a. Aide(s)
        b. Liaison officer
        c. Safety officer
        d. Accountability officer
        e. Planning Section officer
        f. Logistics officer
        g. Information officer
        h. Finance officer

    G. Approve requests for additional resources;
    H. Approve demobilization;
    I. Develop incident strategy with staff;
        a. Overall strategy
        b. Line of stabilization
        c. Time of stabilization
        d. Assess evacuation needs

    J. Determine availability of;
        a. Manpower
        b. Apparatus
        c. Equipment
        d. Emergency housing
        e. Relief personnel
        f. Citizen welfare

    K. Execute incident action plan;
    L. Establish and maintain liaison, as needed;
        a. Other fire agencies
        b. Law enforcement agencies
        c. Medical facilities
        d. Public works
        e. Military
        f. Coroner
    M. Evaluate progress of emergency efforts;
    N. Revise incident action plan as needed;

15.0233 Public Information Officer (PIO):

Formulate and release information about the incident to news media and other appropriate agencies. This position shall be known as PIO and can be contacted through Command.

Duties: Receives briefings from Command as to status of the incident. Formulates information and facts and, with approval of command, releases this information to media and other appropriate agencies. The duties of the PIO shall include, but not be limited to:

A. Obtain situation briefing from command;
B. Appoint staff as needed;
C. Coordinate activities with command and check restrictions to be set upon news release information;
D. Set up an area for designated only for news media and control their activity to this area;
E. Make a list of the news media and other personnel and agencies to be contacted;

F. Assemble and prepare information releases;
G. Observe established constraints on release of information;
H. Obtain approval of news releases from command;
I. Transmit news releases to news media and post in command post 15 minutes after release;
J. Attend necessary meetings to update information;
K. Arrange meetings with incident personnel and news media if requested;
L. Forward all reports to command

15.0234 Safety officer:

The safety officer is responsible for the safety of all incident personnel and equipment. The safety officer shall report directly to Command and shall be known as "Safety". Also see Section 4 on Health/Safety!

Duties: The duties of the safety officer shall include but not be limited to:
A. Obtain situation briefing from command;
B. Assess situation;
C. Appoint and brief staff as needed;
D. Identify existing and potential hazardous situations associated with the incident;
E. Keep all persons informed of existing and impending hazards;
F. Attend planning meetings;
G. Review incident action plan;
H. Exercise emergency authority to stop and prevent unsafe actions;
I. Investigate accidents that occur in the incident area;
J. Work closely with rapid intervention team;
K. Survey the area for dangerous situations such as;
   a. Gas
   b. Water
   c. Power
   d. Sewer
   e. Electric
   f. Toxic gases (Haz Mat)
   g. Radiation (Haz Mat)
   h. Pesticides (Haz Mat)
   i. Chemical agents (Haz Mat)
   j. Use of elevators
   k. Structural integrity (collapse hazards)
   l. Flooding
   m. Rupture of tanks, vessels, or pipes
L. Post barrier tape or danger signs where appropriate;
M. Notify relief personnel of current safety status;
N. Forward all reports to command;

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15.0235 Liaison:

Liaison has the responsibility to interact with assisting and cooperating agencies including civilian agencies. Liaison shall be located in the command post and report directly to command.

Duties: The liaison shall be known as "Liaison" and the duties include, but not are limited to the following:

    A. Obtain situation briefing from command;
    B. Assess situation;
    C. Appoint and brief staff as needed;
    D. Act as contact point for assisting and cooperating agencies;
    E. Establish contact with liaison counterparts of each assisting and cooperating agency;
    F. Ensure a continual communications link between you and Command, and between you and other liaison counterparts;
    G. Respond to requests and complaints from incident personnel regarding inter-organizational problems;
    H. Forward all reports to command;

15.0236 Operations Officer:

Operations Officer is responsible for the incident operations.

Duties: Operations shall report directly to Command and shall be known as "Operations". Duties include, but are not limited to:

    A. Obtain situation briefing from Command
    B. Assess situation;
    C. Appoint and brief staff as needed;
            a. Divisions/groups
            b. Systems control groups
            c. Aides
            d. Air support groups
    D. Supervise emergency operations;
    E. Establish communications with division/group officers;
    F. Consult and collaborate with planning and logistics section officers;
    G. Develop emergency action portion of incident action plan with staff;
    H. Assign personnel in accordance with incident action plan;
    I. Attend meetings as necessary;
    J. Determine need for immediate and anticipated resources;
    K. Keep command informed of any special conditions or activities;
    L. Request periodic progress reports from divisions/groups;
    M. Initiate recommendations for demobilization of resources;

15.0237 Staging area officer:

The staging officer is required to establish and maintain an area that is supplied with equipment, personnel, and supplies for use during an incident. This person shall communicate to the Operations Officer and to Command and shall be known as "Staging".

Duties: The duties of the Staging Officer shall include, but not be limited to, the following:

    A. Obtain situation briefing from Command and/or Operations;

B. Assess situation;
C. Appoint and brief staff as needed;
D. Locate, prepare and identify staging area, consider the following:
    a. Safety and accessibility (high-rise 2 floors below the fire floor termed support area. Staging area for equipment, apparatus is set up outside and a minimum of 200 feet from building.)
    b. Advise Command/Operations when operational
    c. Traffic Control must be monitored and directed
    d. Location must be identified for incoming personnel and equipment
E. Order and dispense resources;
    a. As directed by operations officer
    b. Prioritize resource needs
    c. Maintain resource inventory and resource need list
    d. Consider equipment time limitations
    e. Anticipate and advise on changing resource requirements
    f. Keep record of resource movement - personnel and equipment
F. Forward reports through operations and command

15.0238 Planning Officer:

The Planning Officer is responsible for understanding the current situation and predicting the probable course of the incident. Prepare primary and alternate strategies for the incident commander. Plans must collect, evaluate and disseminate information about the incident. The planning section shall be located in the Command Post.

Duties: The duties of the planning section include, but are not limited to, the following:

A. Obtain situation briefing from Command and Operations;
B. Assess situation;
C. Appoint and brief staff as needed;
    a. Situation Leader
    b. Resource Group Leader
    c. Technical Specialist Group Leader
D. Develop incident action plan with alternatives, and submit to command for approval;
E. Attend incident action plan briefing sessions;
F. Establish liaison with Logistics Section Officer to exchange resource status information;
G. Collect, evaluate, utilize, and disseminate current, projected and predicted intelligence data;
H. Monitor and display resource and situation status data;
I. Organize, and coordinate staff incident action planning sessions, under the supervision of Command;
J. Prepare, reproduce, and distribute incident action plan;
K. Prepare and distribute Command's orders;
L. Maintain records and prepare reports for documentation;
M. Plan for and recommend release of incident resources.

15.0239 Logistics Officer:

Logistics Officer is responsible for managing those units which provide for personnel, apparatus, equipment, facilities and personal needs in support of incident activities. Logistics shall report directly to command and shall be located in the command post.

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Duties: The duties of logistics shall include, but not be limited to, the following:

A. Obtain situation briefing from Command;
B. Assess situation;
C. Appoint and brief staff as needed;
    a. Supply Unit Leader
    b. Ground Support Unit Leader
    c. Facilities Unit Leader
    d. Communications Unit Leader
    e. Food Unit Leader
D. Determine logistical need to support present and planned incident operations;
E. Confer with, as needed;
    a. Command
    b. Planning Officer
    c. Operations Officer
F. Attend incident action plan briefing session;
G. Provide logistical needs for incident activities;
H. Forward all collected incident documentation to Planning Officer.

15.0240 Finance Officer:

The Finance Officer is responsible for the documentation of all expenses that occur as a result of the inter-cooperation of agencies and obtaining the required resources necessary to mitigate the incident. The Finance Officer shall be located in the command post and reports directly to Command.

Duties: The responsibilities of Finance Officer include, but are not limited to, the following:

A. Assess situation;
B. Appoint and brief staff as needed;
    a. Time Unit Leader
    b. Procurement Leader
    c. Compensation/Claims Unit Leader
    d. Cost Unit Leader
C. Attend incident action planning sessions as necessary;
D. Confer with Operations Officer;
E. Confer with Logistics Officer;
F. Document costs involved with incident action plan;
G. Forward reports through Command.

15.0241 Command communication:

To provide a manageable method for the command and control of fire operations with regard to communications.

Reference the Berks County Department of Emergency Services, Standard Operating Procedure for Fire/Rescue Communications.