FEMS Board – Executive Committee
Agenda – 3/2/2015

1. Call to Order
   a. From the Board: Agenda Additions
   b. From the Public: Matters Not Listed on the Agenda

2. Consent Agenda
   a. February minutes

3. Fire Rescue System Strategic Plan - update
   a. Plan progress –
      i. Bylaws – existing document

4. Unfinished Business
   a. FEMSB Work Plan Items/Policy - for Decision/Action
   b. Volunteer Recruitment and Retention - update
      i. Ivy Station Recruitment and Retention Plan – update
   c. Field Operations Guide
      i. Second Reading

5. New Business

6. Next Meeting
   a. Monday April 6th, 2015 1600hrs. ACFR Conference Room

7. Adjournment
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Policy

Purpose

The purpose of this guideline is to provide a consistent approach to emergency incident management. These concepts are written as guidelines to provide officers the ability to adjust tactics to a specific emergency and are not intended to replace one of the most important assets on the scene, the thinking officer.

These guidelines are written to provide a standardized set of strategies for various incident types. Officers should deviate from the guidelines when conditions or situations warrant and should immediately notify the Chief Officer or Incident Commander of their actions.

Scope

This guideline applies to all departments in Albemarle County’s coordinated fire rescue system and all members should be familiar with the tactical guidelines. Company officers should understand all company assignments and how each unit works within the overall strategy.

Expectations

All personnel should be intimately familiar with the tactical guidelines. Company officers should understand all company assignments and how each unit works within the larger picture. All personnel should know the guidelines well enough, so that when they have to deviate from the guidelines, they realize the impact their actions will have on other operating companies, and communicate accordingly.
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Command

Incident Size Up
It is critical that the company officer properly size up and communicate a concise and standard size up of every situation. The size-up paints a picture for responding units and prompts the dispatcher to ensure the appropriate resources are allocated based on the incident type. At a minimum the initial radio report should include the following:

- Unit Number
- Conditions (Verify situation or declare a “working incident” and specify the type)
- Occupancy type
- Establish Command using rank and name

*Example:* Engine 21 arriving on location of a two story residential structure with smoke showing from Side Charlie. Captain Jones will have Main St command.

After a more complete assessment, including a 360° survey and interviewing occupants or bystanders, it is often necessary to provide a follow up report including the following:

- Declare operational mode
- Initial actions
- Deviation from FOG
- Safety Messages

*Example:* ECC- Command for an update. Confirming working fire showing from the second floor on Side Charlie with reported occupants inside; unknown location. We’ll be in Rescue Mode, resetting the fire and entering for fire attack. Passing command to the next arriving officer.
**Operational Mode**

Declaring an operational mode provides incoming units with important information such as strategy (interior or exterior), presence of life safety, and staging information in a standard and brief format. The following modes shall be utilized whenever applicable.

**Rescue Mode:** Command option where critical life safety situations are present. Command will announce as a “Working Fire”. This mode will be declared when there is entrapment of occupants or firefighters. This should be considered on non-fire related emergencies. (structural collapse, confined space, trench collapse) The Rescue Mode ends when the occupants or firefighters have been removed or the determination for rescue is NOT possible.

**Offensive Mode:** Command option when a determination of the first arriving officer deems rescue is NOT imminent. This mode may start out with a quick exterior “Reset” of the fire and transition to an interior attack. Command will announce as a “Working Fire”

**Defensive Mode:** Command option when the Rescue Mode is not imminent and there are NO life safety issues. This Mode is declared when risks outweigh benefits. This Mode identifies an exterior attack for an extended duration-“Risk a little to Save a little”.

**Investigative Mode:** Command option where the first-in unit investigates and other apparatus assume level 1 staging. This is when there is NO visible or apparent emergency upon arrival. Example: Responding for a fire alarm with nothing out of the ordinary evident upon arrival.

**Working Incident**

A working incident should be declared when a large number of apparatus and personnel will be committed to an incident for an extended period of time. This declaration notifies other units of a significant event and triggers other notifications and actions per SAP-OPS-XXX

Examples include, but are not limited to the following:

- Structure Fire where multiple lines are required to control the fire
- Mass Casualty Incident (MCI) with more than 10 patients
- Hazardous Material Incident with Level A Entry
- Complex Technical Rescue Incident such as high angle rescue, confined space, structural collapse, or trench rescue
Passing Command
The first arriving unit is often required to take immediate action in order to mitigate the situation. When the company officer becomes engaged with operations they often lose the ability to effectively command the scene.

In these cases, the officer may elect to pass command to the next arriving officer in order to make the transfer of command more efficient. The passing of command does not, however, alleviate the responsibility of command until the next officer arrives on scene and confirms the transfer of command. A situation report should be provided whenever possible and passing command shall take place no more than once.

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 incoming Incident Commander should perform an assessment of the situation with the existing Incident Commander. 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.

Incident Progress Reporting
Progress reporting during all phases of operations relays vital information between Incident Commanders and companies operating at the incident. Incident action plans are driven by the completion of tactical objectives. If an objective cannot be completed, the IC needs to be advised so that the safety of crews operating can be evaluated and the strategy or tactics can be modified. An easy way to answer and transmit a progress report is by the use of the CAN report.

The CAN report stands for Conditions, Actions, Needs. By using this model, the person giving the report easily identifies how well they are doing, the conditions they are facing and any support or resource needs they have. On scene CAN reports should be requested or given to the IC every 10 minutes until the incident has been declared under control. This 10 minute notification time is also a benchmark for PAR (Personnel Accountability Reports). In our system
the ECC officer will prompt and request a PAR at the benchmark times of 10, 20, and every 20 minutes thereafter.

Example: Command- E-20. E-20 on second floor with moderate heat and smoke conditions, knocking down fire, additional crew needed with tools to pull ceiling on second floor.

### Resource Management

It’s essential that sufficient resources are on scene or responding to an incident to successfully mitigate the incident. The Incident Commander can request additional resources in a number of ways.

- Notify the dispatcher of an escalating call type. This prompts the dispatcher to reclassify the incident type and dispatch the appropriate units. Example: Arrive on scene of an alarm activation to find a structure fire.
- Request additional specific units such as an engine or tanker.
- Upgrade the alarm level to receive a predetermined amount of additional resources. Example: Upgrade a structure fire to a second alarm dispatches 4 additional engines.

Pre-Arrival Assignments have been adopted for some incident types to reduce the amount of radio traffic and make operations more efficient. They have been designed to handle the majority of incidents, but it is important to note that the Incident Commander may need to modify them based on each specific incident’s parameters. An individual unit may not be able to fulfill their assignment. In this case, the unit must notify the Incident Commander and other responding units so the appropriate adjustments can be made.
**Unit staffing** levels and location are essential to the success of the pre-arrival assignments and the ability of the Incident Commander to plan accordingly. In order to ensure all units know their likely assignment all units should announce their staffing level and location (when not in quarters) when they mark responding. Staffing levels should include the number of personnel on the unit and in the case of a structure fire it should be followed by the number of interior firefighters.

*Example: Engine 21 responding with a crew of 5; 3 interior from Pantops.*

**Freelancing** occurs when a person or crew work outside of the established chain of command. This results in a lack of accountability, jeopardizes safety, and will not be tolerated. All personnel shall have a specific assignment by command or be in staging/rehab. All crews shall have a supervisor that is responsible for their accountability, safety, and ensure their assignment is completed.

**Staging**
Effectively managing incoming resources on multi-company incidents is essential to good command and control. Staging instructions should be provided as early as possible to avoid congestion near the scene. Any time Level 2 or 3 staging is implemented a Staging Area Manager should be established and co-located with Rehab whenever possible.

**Level 1 Staging**
Level 1 staging is a strategic stand by point for units arriving on a multi company response other than the first arriving unit.

Level 1 staging should be an uncommitted location close to the scene (approx. 1 block) for deployment. All arriving units other than the first arriving unit should secure a secondary water source (where applicable); approach the incident from alternative routes, and position units in a strategic location to be rapidly and effectively deployed. During Level 1 staging all personnel stay with their apparatus until Command gives further assignment.

**Level 2 Staging**
Level 2 staging is a designated location to centralize all resources potentially needed by command.

Level 2 staging should be considered when responding to Hazardous-Material incidents, Mass Casualty Incidents, Working Fires or any other Special Operations Incidents. Command should communicate to ECC the location for Level 2 staging and assign a staging manager. The location should be an appropriate distance away from the scene to reduce further congestion.
Level 3 Staging
Level 3 staging is an area designated by command to assemble personnel and firefighting equipment utilized during fire ground operations in the HOT ZONE.

During High Rise Operations, Level 3 staging should be considered two floors below the fire floor. Equipment such as spare bottles, high rise packs, forcible entry tools, and personnel can be designated to Level 3 staging.

Level 3 staging can also be utilized in areas associated with Lobby Control or during large commercial incidents. Command or Operations Sector when implemented assigns the location.

Structure Fires

Incident Priorities
The following priorities will guide decision making during the incident:

- Life Safety
- Incident Stabilization
- Property Conservation

When operating at structure fires, the following tactical goals apply:
SEQUENTIAL ACTIONS: To take place in order:

Size Up

Size-up must occur at every fire, and as a result of the size-up, the resources available and situational conditions; weather, fire location, size, structure, construction etc. A tactical plan for that fire must be developed, communicated and implemented. First arriving officers/incident commanders are responsible for obtaining a 360° view of the structure involved. Where impractical because of building size or obstructions, the incident commander should delegate other arriving units to view parts of the structure unseen by the incident commander.

Radio Benchmarks

- Initial Radio Report (Unit number, building type, conditions, establish command)
- Declare Operational Mode (Rescue Mode, Offensive Mode, Defensive Mode, Investigative Mode)

Locate the Fire

The location and extent of the fire in the building must be determined. Officers should use all means available to make this determination. Thermal Imagers should be booted prior to arrival and at the ready for the initial 360° lap of the structure. The location of the fire and current conditions will dictate the best location to attack the fire.

Identify the Flow Path

The incident commander should identify the presence and/or location of the flow path. Effort should be taken to control ventilation and the flow path to protect potential building occupants and limit fire growth. If a flow path is visible, consider closing doors and windows to limit air flow. When closing doors and windows, firefighters should be aware of any potential rescues readily accessible via doors/windows.

Cool the Space from the Safest Location

Given information obtained during the size up, locating the fire and identifying the flow path, the incident commander will determine if high heat conditions exist inside the structure. When high conditions are present, the incident commander will determine the safest and most direct way to apply water to the superheated space, or directly on the fire when available. The primary goal in this step is to reduce the thermal threat to firefighters and potential occupants as soon as reasonably possible.
Radio Benchmarks

➡ Fire has been “Reset” (State location)

➡ Communicate method of continued operations (strategy/tactics)

Extinguish the Fire

Once the thermal threats have been controlled, the fire should be extinguished in the most direct manner possible. The incident commander should recognize the potential for the thermal threat to return and should move to extinguish the fire quickly. The incident commander should ensure the proper initial rescue crew (two out) are in place for interior fire attack operations.

Radio Benchmarks

➡ “Water on the Fire,” when water is applied to seat of fire

ACTIONS OF OPPORTUNITY: May occur at any time

Rescue

The incident commander should consider the potential for rescues at all times. Firefighters should be prepared to remove occupants. It should be reinforced that often the best action the fire department can take is to suppress the fire. The incident commander and fireground officers must make a rapid and informed choice on the priority and sequence of suppression activities versus occupant removal. As life safety is the highest tactical priority, rescue shall always take precedence. The incident commander must determine the best course of action to ensure the best outcome for occupants based on the conditions at that time.

Salvage

Firefighters should use compartmentalization to control fire spread and smoke whenever possible.

Special Note on Ventilation:

Fire departments should manage, and control the openings to the structure to limit fire growth and spread and to control the flow path of inlet air and fire gases during tactical operations. All ventilation must be coordinated with suppression activities. Uncontrolled ventilation allows additional oxygen into the structure which may result in a rapid increase in the size and hazard of the fire due to increased heat release rates.
Rural Water Supply
Establishing a water supply is essential to fire operations and is a high priority on all structure fires. As such, a coordinated effort has to be made to establish the initial water supply while simultaneously preparing for a more extended operation.

The goals of any water supply operation are:
- **Rapid**: quickly deployed, supporting the initial attack;
- **Efficient**: providing maximum GPM/fire flow, based on available water;
- **Expandable**: enabling the water supply to increase as needed; and
- **Uninterrupted**: providing a continuous flow for the duration of the fire.

Rural water supply in particular can be complicated by a number of factors including distance from the scene, length of the driveway, number of available apparatus, and the required coordination between units. For this reason pre-planning and training on water supply operations must be conducted regularly to be successful. In order to make operations more efficient and allow command to communicate assignments more easily the following predetermined water supply plans have been developed.

Relay Operations
If a water source, either pressurized or non-pressurized, exists within 4000’ of the incident a relay operation is the preferred method for sustained water supply. A relay operation requires each arriving engine to lay approximately 1000’ of hose in order to be strategically placed throughout the supply line. This operation requires coordination and can take a considerable amount of time to set up so tankers should be utilized to nurse until the relay is established.

Short Driveway
The majority of driveways throughout the County are less than a 1000’ in length. In these cases, the second arriving engine should lay a supply line with a manifold or Siamese from the end of the driveway or designated dump site to the incident. A nursing operation should be utilized until a tanker shuttle is established.

Long Driveway
If a driveway is longer than 1000’ in length the second arriving engine should pick a spot approx. a 1000’ from the incident and lay a supply line from that point. The third arriving unit (engine or tanker) should then lay a supply line with manifold or Siamese from the end of the driveway or designated dump site to the attack engine’s line. A nursing operation should be utilized until a tanker shuttle is established.
Nursing Operations
A nursing operation is the process of supplying the attack engine directly from a tanker’s onboard water. This is the quickest and most reliable way to provide water for fire attack and should be used until a tanker shuttle can be established. Nursing operations should continue until enough tankers assemble to simultaneously supply the attack engine and fill the dump tank to establish a draft. The primary goal is to maintain an uninterrupted supply while the tanker shuttle is established.

Dump Site
The dump site is where the supply engine (typically the third engine) sets up the dump tank and supplies the attack engine. Although the dump site is often established at the end of the driveway it may be in an open area of larger estates in order to have a shorter hose lay and to keep units off the road. Regardless of the location, an attempt should be made to keep the road open for tankers and if possible keep the driveway open for additional apparatus. The attack engine will need to determine the location of the dump site and communicate it to the second engine in order to know where to begin laying supply line. The supply engine (third engine) operator will assume dump site coordinator and report to the water supply officer when established.

Fill Site
The fill site is where tankers go to refill with water. The fill site engine (typically the fifth engine) will establish the fill site and prepare to fill tankers as they arrive. The fill site should be set up to fill tankers at maximum capacity and although multiple tankers may be hooked up only one should be filled at a time. The fill site engine officer or operator will assume fill site coordinator and report to the water supply officer when established.

Communications
Frequently water supply operations are moved to a dedicated tac channel in order to reduce radio traffic on the primary channel. In this case, the fill site engine and all tankers should move to the alternate channel. It is important for the attack and supply engines to remain on the primary channel though to communicate water supply availability and needs while monitoring essential operational radio traffic. It may be necessary for the supply engine (dump site coordinator) to monitor both channels to communicate with incoming tankers until a water supply officer is established.
**Single Family Dwelling**

**Reduced Residential Structure Fire**

A reduced structure fire response is dispatched when the caller doesn’t indicate a fire at the location, but reports conditions that indicate the threat of a fire. Examples include odor of something burning, smoke in a structure, or sparks from an outlet or appliance.

If the responding officer feels the dispatch information indicates conditions are escalating or the situation will likely require additional resources the incident should be upgraded to a full structure fire assignment.

<table>
<thead>
<tr>
<th>Alarm</th>
<th>Response</th>
<th>Tanker Box</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>2 Engines, Fire Marshal, 1 Chief</td>
<td>1 Tanker</td>
</tr>
</tbody>
</table>

**Residential Structure Fire**

A structure fire response is dispatched when the caller indicates a fire in the structure or an exterior fire that is threatening the structure.

If enroute dispatch information warrants or the officer arrives to find a significant fire they should notify ECC of a “working fire”. This will trigger system wide notifications so that additional resources are standing by if necessary.

<table>
<thead>
<tr>
<th>Alarm</th>
<th>Response</th>
<th>Tanker Box</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>4 Engines, 1 Ambulance, 3 Chiefs, Fire Marshal</td>
<td>1 Engine, 3 Tankers</td>
</tr>
<tr>
<td>2nd</td>
<td>4 Engines, 1 Squad, 1 Air Utility, 1 Medic Unit</td>
<td>2 Tankers</td>
</tr>
<tr>
<td>3rd</td>
<td>2 Engines, 1 Squad, 1 Medic Unit</td>
<td>2 Tankers</td>
</tr>
</tbody>
</table>

*A truck may replace an engine in some areas*
First Engine (Fire Attack Group)

**Recommended Supervisor:** Radio Designation:

| Company Officer or Senior Firefighter | Fire Attack |

**Primary Responsibilities:**
1. Position Side A, leaving room for Truck if assigned
2. Size Up
3. Locate the Fire
4. Identify and Control Flow Path
5. Cool The Space from the Safest Location
6. Extinguish the Fire
7. Rescues as identified
8. Provide updates to command on location, conditions, actions, and needs- CAN report

**Secondary Responsibilities:**
1. Overhaul
2. Salvage

**Riding Assignments:**

<table>
<thead>
<tr>
<th>Position/Assignment</th>
<th>Responsibility (Unless directed otherwise by command)</th>
<th>Tool Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Alpha</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Pump Operator       | 1. Charge primary attack line to a min. of 120 units or 150 gpm  
|                     | 2. Prepare for water supply  
|                     | 3. Pull and charge secondary attack line to POE  
|                     | 4. Position tools, fans, etc. for use as needed  
|                     | • Radio, TIC, Personal Light, 4’ Pike Pole  
| **Bravo**           |                                                       |                     |
| Group Supervisor    | 1. Size up/Establish Command  
|                     | 2. Complete 360° survey  
|                     | 3. Interview occupants  
|                     | 4. Determine mode (Rescue/Offensive/Defensive)  
|                     | 5. Monitor fire conditions  
|                     | 6. Update ECC/Command- CAN report  
|                     | 7. Assumes hose controller assignments if no seat 4  
|                     | • Radio, TIC, Personal Light, 4’ Pike Pole  
| **Charlie**         |                                                       |                     |
| Nozzleman           | 1. Pull primary attack line and position as directed by officer  
|                     | 2. Reset the fire  
|                     | 3. Control flashover conditions  
|                     | 4. Control and extinguish fire  
|                     | • Radio, Personal Light, Irons to point of entry  
| **Delta**           |                                                       |                     |
| Hose Controller     | 1. Assist with positioning of the line  
|                     | 2. Feed hose through point of entry  
|                     | 3. Load floor with hose  
|                     | 4. Position at friction points and feed hose  
|                     | 5. Control the door  
|                     | • Radio, Personal Light  

Date
Second Engine (Search/Rescue Group)

**Recommended Supervisor:**
Company Officer or Senior Firefighter

**Radio Designation:**
Search

**Primary Responsibilities:**

1. Lay supply line
2. Rescue Mode
   a. Initiate VEIS or search operations*
3. Offensive Mode
   a. Initial Two-Out until RIT is established (Third Engine)
   b. Secure secondary attack line on Side A
   c. Control the door
4. Conduct a rapid primary search of structure (primary – known victim location, fire floor, secondary – above fire floor, tertiary – remaining floors)*
5. Extricate victims as found
6. Provide medical assistance to victims until turned over to EMS provider
7. Provide updates to command on location, conditions, actions, and needs- CAN report

**Secondary Responsibilities:**

1. Communicate location of fire to Fire Attack group

**Riding Assignments:**

<table>
<thead>
<tr>
<th>Position/Assignment</th>
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<th>Tool Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Alpha</strong>&lt;br&gt;Pump Operator</td>
<td>1. Prepare for water supply&lt;br&gt;a. Short Driveway (&lt;1000’) Lay in from driveway or identified dumpsite&lt;br&gt;b. Long Driveway (&gt;1000’) Lay approx. 1000’ from structure&lt;br&gt;c. Relay Pump (Supply &lt; 4000’) Lay approx. 1000’ from structure</td>
<td>Radio</td>
</tr>
<tr>
<td><strong>Bravo</strong>&lt;br&gt;Group Supervisor (Anchor)</td>
<td>1. Conduct 360° survey of structure&lt;br&gt;2. Develop search plan&lt;br&gt;3. Monitor fire conditions&lt;br&gt;4. Anchor for rapid room searches&lt;br&gt;5. Update Command- CAN report</td>
<td>Radio&lt;br&gt;TIC&lt;br&gt;Personal Light&lt;br&gt;Forcible entry tool (non-specific)</td>
</tr>
<tr>
<td><strong>Charlie</strong>&lt;br&gt;Active Searcher 1</td>
<td>1. Follow officer’s search plan&lt;br&gt;2. Conduct search&lt;br&gt;3. Maintain communication with Anchor (officer)&lt;br&gt;4. Expedite removal of victims</td>
<td>Radio&lt;br&gt;Personal Light&lt;br&gt;Search Tool</td>
</tr>
<tr>
<td><strong>Delta</strong>&lt;br&gt;Active Searcher 2</td>
<td>1. Follow officer’s search plan&lt;br&gt;2. Conduct search&lt;br&gt;3. Maintain communication with Anchor (officer)&lt;br&gt;4. Expedite removal of victims</td>
<td>Radio&lt;br&gt;Personal Light&lt;br&gt;Search Tool</td>
</tr>
</tbody>
</table>

*May be completed by the Truck company when available.
Third Engine (Rapid Intervention Team- RIT)

**Recommended Supervisor:** Company Officer or Senior Firefighter

**Radio Designation:** RIT

**Primary Responsibilities:**

1. Complete 2nd Engine’s supply line
2. Conduct a 360° survey of the structure to identify structure layout, egress points, special considerations
3. Notify command of any imminent safety concerns
4. Gather appropriate tools/equipment and locate an accessible staging area
5. Upon RIT being activated try to make contact with downed firefighter/s and or individual that knew their last location
6. Make entrance to building, locate firefighter/s, and give a CAN report to supervisor as well as patient status
7. Turn firefighter over to EMS if available and report to supervisor

**Secondary Responsibilities:**

1. Throw ladders for secondary means of egress that do not require leaving the scene*
2. Control utilities if accessible*
3. Provide situation report to safety officer once established

**Riding Assignments:**

<table>
<thead>
<tr>
<th>Position/Assignment</th>
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</tr>
</thead>
</table>
| **Alpha**  
Pump Operator | 1. Complete 2nd Engine’s supply line  
2. Secure hydrant or prepare for rural water operations  
3. Ensure continuous water supply  
4. Assume dump site coordinator if rural water supply | • Radio |
| **Bravo**  
Group Supervisor | 1. Conduct 360° survey of structure  
2. Ensure backup line is in place  
3. Control utilities if accessible  
4. Monitor fire conditions  
5. Selects point of entry if activated  
6. Update Command- CAN report | • Radio  
• TIC  
• Personal Light  
• RIT Pack  
• 4’ Pike Pole  
• Irons  
• Search rope |
| **Charlie**  
RIT Charlie | 1. Locates equipment staging location  
2. Establish secondary points of egress (ladders)  
3. Operate power equipment | • Radio  
• Personal Light  
• Ladders  
• Power Equipment (saws)  
• Stokes Basket |
| **Delta**  
RIT Delta | 1. Establish secondary points of egress (ladders) | • Radio  
• Personal Light  
• Ladders |

*May be completed by the Truck company when available.*
Fourth Engine (Back Up)

**Recommended Supervisor:** Company Officer or Senior Firefighter

**Radio Designation:** Back Up

**Primary Responsibilities:**

1. Stage apparatus out of the path of egress
2. DPO reports to the command post as a Command Aide
3. Gather overhaul equipment and stage at point of entry (Pike poles, saws, etc)
4. Staff the Back Up line until directed otherwise

**Secondary Responsibilities:**

1. On deck for next assignment
   a. Support fire attack
   b. Overhaul*
   c. Relieve initial crews

**Riding Assignments:**

<table>
<thead>
<tr>
<th>Position/Assignment</th>
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</tr>
</thead>
</table>
| **Alpha** Command Aide | 1. Collect Pass Tags from scene and report to the command post | • Radio  
• Personal Light |
| **Bravo** Group Supervisor | 1. Conduct 360° survey of structure  
2. Staff back up line until directed otherwise  
3. Update Command- CAN report | • Radio  
• TIC  
• Personal Light  
• 6’ Pike Pole  
• Tools as needed |
| **Charlie** Back Up Charlie | 1. Ensure a backup line is in place  
2. Gather tools and stage at point of entry  
3. Staff back up line until directed otherwise | • Radio  
• Personal Light  
• 6’ Pike Pole  
• Tools as needed |
| **Delta** Back Up Delta | 1. Gather tools and stage at point of entry  
2. Staff back up line until directed otherwise | • Radio  
• Personal Light  
• 6’ Pike Pole  
• Tools as needed |

*May be completed by the Truck company when available.

Date
# Truck (When Available)

<table>
<thead>
<tr>
<th>Recommended Supervisor:</th>
<th>Radio Designation:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Officer or Senior Firefighter</td>
<td>Truck</td>
</tr>
</tbody>
</table>

## Primary Responsibilities:
*In some cases a truck/tower may be on the assignment. Upon arrival they will need to evaluate the scene to determine which of the following tasks still need to be completed. In all cases actions must be coordinated with command.*

1. Stage on side Alpha and prepare the aerial for operations unless directed otherwise by Command
2. Rescue Mode
   a. Initiate VEIS or search operations
3. Forcible entry
4. Conduct a rapid primary search of structure (primary – known victim location, fire floor, secondary – above fire floor, tertiary – remaining floors)
5. Extricate victims as found
6. Throw ladders for secondary means of egress
7. Control utilities if accessible

## Secondary Responsibilities:
1. Ventilation
2. Salvage
3. Overhaul

## Riding Assignments:

<table>
<thead>
<tr>
<th>Position/Assignment</th>
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</tr>
</thead>
</table>
| **Alpha** Truck Operator | 1. Set up truck and prepare for aerial operations | • Radio  
• Personal Light |
| **Bravo** Group Supervisor | 1. Conduct 360° survey of structure  
2. Develop search plan  
3. Update Command- CAN report | • Radio  
• TIC  
• Personal Light  
• 6’ Pike Pole  
• Tools as needed |
| **Charlie** Truck Charlie | 1. Force the door  
2. Conduct search  
3. Ladder the building | • Radio  
• Personal Light  
• 6’ Pike Pole  
• Tools as needed |
| **Delta** Truck Delta | 1. Force the door  
2. Conduct search  
3. Ladder the building | • Radio  
• Personal Light  
• 6’ Pike Pole  
• Tools as needed |
Ambulance (Rehab)

Recommended Supervisor: Company Officer or Senior Firefighter
Radio Designation: Rehab

Primary Responsibilities:
1. Stage away from the scene to avoid getting blocked in
2. Identify and treat and patients
3. Establish Rehab area (Co-located with Staging)
4. Monitor and treat crews as necessary

Secondary Responsibilities:
1. If crew is firefighter trained, Command may elect to use the crew as two out until additional resources arrive.

Riding Assignments:

<table>
<thead>
<tr>
<th>Position/Assignment</th>
<th>Responsibility (Unless directed otherwise by command)</th>
<th>Tool Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alpha Driver</td>
<td>1. Establish rehab area with Staging and stage equipment</td>
<td>• Radio</td>
</tr>
<tr>
<td>Bravo AIC</td>
<td>1. Identify and treat patients</td>
<td>• Radio</td>
</tr>
<tr>
<td></td>
<td>2. Monitor firefighter vital signs</td>
<td>• EMS equipment</td>
</tr>
<tr>
<td></td>
<td>3. Release firefighters back to Staging as cleared</td>
<td></td>
</tr>
<tr>
<td>Charlie Attendant</td>
<td>1. Identify and treat patients</td>
<td>• Radio</td>
</tr>
<tr>
<td></td>
<td>2. Monitor firefighter vital signs</td>
<td>• EMS equipment</td>
</tr>
<tr>
<td></td>
<td>3. Release firefighters back to Staging as cleared</td>
<td></td>
</tr>
<tr>
<td>Delta Attendant</td>
<td>1. Identify and treat patients</td>
<td>• Radio</td>
</tr>
<tr>
<td></td>
<td>2. Monitor firefighter vital signs</td>
<td>• EMS equipment</td>
</tr>
<tr>
<td></td>
<td>3. Release firefighters back to Staging as cleared</td>
<td></td>
</tr>
</tbody>
</table>
Fifth Engine (Tanker Task Force)

**Recommended Supervisor:**
Company Officer or Senior Firefighter

**Radio Designation:**
Fill Site

**Primary Responsibilities:**
1. Select fill site and respond directly to it
2. Establish fill site with a minimum of 2 fill lines
3. Establish draft and supply manifold @ 1000gpm
4. Fill tankers as they arrive

**Secondary Responsibilities:**
1. Send extra personnel to the scene on returning tankers.

**Unit Assignments:**

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Responsibility (Unless directed otherwise by command)</th>
<th>Tool Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alpha</td>
<td>1. Establish fill site with a minimum of 2 fill lines</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Establish draft and supply manifold @ min of 1000gpm</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Fill tankers as they arrive</td>
<td></td>
</tr>
<tr>
<td>Bravo</td>
<td>1. Select fill site and respond directly to it</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Assume Fill Site Coordinator</td>
<td></td>
</tr>
<tr>
<td>Charlie</td>
<td>1. Assist with fill site set up</td>
<td></td>
</tr>
<tr>
<td>Delta</td>
<td>1. Assist with fill site set up</td>
<td></td>
</tr>
</tbody>
</table>

- Radio
- Supply Hose
- Manifold
- Hard Sleeves
- Strainer
- Radio
Tankers (Tanker Task Force)

Recommended Supervisor:  
Radio Designation:

| Driver Pump Operator | Tanker # |

Primary Responsibilities:

1. Respond to scene and pump water directly to attack engine through manifold/siamese (nursing operation)
2. Assist supply engine with setting up dump site
3. Dump water in tank and continue to fill site

*Supplying the attack engine is always the first priority. Tankers should continue to nurse if the tanker currently supplying the attack engine has <1/4 tank

Secondary Responsibilities:

1. Drop extra personnel off at scene

Unit Assignments:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Responsibility (Unless directed otherwise by command)</th>
<th>Tool Considerations</th>
</tr>
</thead>
</table>
| Tanker 1   | 1. If arriving before the 2nd Engine, commit to driveway and supply 1st Engine  
2. If arriving after 2nd Engine, pump water directly to attack engine through manifold/siamese (nursing operation)  
3. Assist supply engine with setting up dump site  
4. When empty proceed to fill site | • Radio  
• Dump Tank  
• Hard Sleeves |
| Tanker 2   | 1. If Tanker 1 has < ¼ tank continue nursing operation  
2. If Tanker 1 has > ¼ tank dump enough water in tank to establish draft; when draft is established dump remaining water  
3. When empty proceed to fill site | • Radio  
• Dump Tank  
• Hard Sleeves |
| Tanker 3   | 1. If Tanker 2 has < ¼ tank continue nursing operation  
2. If Tanker 2 has > ¼ tank dump enough water in tank to establish draft; when draft is established dump remaining water  
3. When empty proceed to fill site | • Radio  
• Dump Tank  
• Hard Sleeves |
First Chief (Command)

Recommended Supervisor: N/A
Radio Designation: Command

Primary Responsibilities:

1.Receive report from initial IC (face to face if possible).
2.Assume command if appropriate.
3.Establish command post.
4.Develop and communicate IAP.
   Incident Objectives:
   - Rescue
   - Exposures
   - Confinement
   - Extinguishment
   - Overhaul
   - Ventilation
   - Salvage
5.Maintain accountability until a dedicated accountability officer is established.
6.Conduct a PAR check at 10 minutes, 20 minutes, and every 20 minutes thereafter.
7.Evaluate resources and request more as necessary.
# Second Chief (Safety Officer)

**Recommended Supervisor:** Incident Command  
**Radio Designation:** Safety

**Primary Responsibilities:**

- 1. Receive situation update and IAP from Command.
- 2. Request situation report from RIT Group supervisor about the safety of the structure.
- 3. Complete 360° survey and identify safety concerns.
- 4. Provide Command with a situation report and any immediate needs.
- 5. Continually monitor the building and conditions and report changes to Command.

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# Third Chief (Command Aide)

**Recommended Supervisor:** Incident Command  
**Radio Designation:** N/A

**Primary Responsibilities:**

- 1. Report to Incident Command Post
- 2. Receive situation update and IAP from Command.
- 3. Fill role as directed by command.
Definitions

Accountability Officer – Assigned Officer responsible for the tracking and verification of personnel on the fireground.

Defensive Mode – Command option when the Rescue Mode is not imminent and there are NO life-safety issues. This Mode is declared when risks outweigh benefits. This Mode identifies an exterior attack for an extended duration—“Risk a little to Save a little”

Door Control – The process of ensuring the entrance door providing access to the fire area is controlled and closed as much as possible after teams enter the structure. Steps must be taken to prevent the door from locking behind the entering members. By controlling the door, we are controlling the flow path of fire conditions from the high pressure of the fire area towards the low pressure area on the other side of the door. Door control also limits fire development by controlling the flow path of fresh air at the lower level of the open door towards the seat of the fire.

Driver Pump Operations (DPO) – A description of the duties and responsibilities that the Drivers (Position “A”) are required to perform on scene.

Fire Department Connection (FDC) – Water supply connection on Commercial and Multi-Family Buildings, which supplies water to the sprinkler system and/or standpipe system.

Flashover - A transition in the development of a compartment fire when surfaces exposed to thermal radiation from fire gases in excess of 1100°F reach ignition temperature more or less simultaneously. This causes the fire to spread rapidly throughout the space, resulting in fire involvement of the entire compartment or enclosed space.

Flow Path - The movement of heat and smoke from the higher pressure within the fire area towards the lower pressure areas accessible via doors, window openings and roof structures. As the heated fire gases are moving towards the low pressure areas, the energy of the fire is pulling in additional oxygen from the low pressure areas. Based on varying building design and the available ventilation openings (doors, windows, etc.), there may be several flow paths within a structure. Any operations conducted in the flow path will place members at significant risk due to the increased flow of fire, heat and smoke toward their position.

Flow Path Control - The tactic of controlling or closing ventilation points which will: Limit additional oxygen into the space thereby limiting fire development, heat release rate and smoke production. Control the movement of the heat and smoke conditions out of the fire area to the exterior and to other areas within the building.
Incident Commander – Referred to as “Command” of the incident. This is the first or highest ranking Officer or Acting Officer on the incident, who is responsible for the oversight or direction of the Incident strategy.

Initial Rapid Intervention Crew (IRIC) – Crew of personnel who temporality assembles to provide for the safety and rescue of the firefighting crews. Once additional manpower assemble to meet the required “Two-In, Two-Out” Rule, they assume their primary function on the fireground.

Investigative Mode - Command option where the first-in unit investigates and other apparatus stage. This is when there is NO visible or apparent emergency upon arrival. Example: Responding for a fire alarm with nothing showing upon arrival.

Offensive Mode-When a determination of the first arriving officer deems rescue is NOT imminent. This mode may start out with a quick exterior attack and transition to an interior attack. Command will announce as a “Working Fire”

On-Deck – The movement from one position to another. This is used as a description when personnel move from the Rapid Intervention Crew (RIC) to interior Fire Attack/Search Crews etc.

Operations (Forward Ops.) – Assigned Officer who provides tactical direction to personnel engaged in firefighting and rescue operations. This person can be located close to or in the building where the incident is taking place.

Mayday – A standard distress call to indicate that a firefighter, emergency medical technician, or team is in immediate danger and requires assistance. “Mayday, Mayday, Mayday”

Medical Rehab Group – Group of personnel who are assigned to monitoring, documentation and possible care of personnel who have been engaged in firefighting operations.

Personal Accountability Report (PAR) – A system utilized by the Incident Commander (IC) via the radio and accountability System, to verify the status of personnel at an incident.

Primary Hydrant/Water Source – Hydrant or water source closest to the incident.

Rapid Intervention Crew (RIC) – Crew of personnel solely dedicated to the safety and rescue of the firefighting crews.

Rescue Mode - Command option where critical life safety situations are present. Command will announce as a “Working Fire”. This mode will be declared when there is entrapment of occupants or firefighters. This should be considered on non-fire related emergencies.
(structural collapse, confined space, trench collapse) The Rescue Mode ends when the occupants or firefighters have been removed or the determination for rescue is NOT possible.

Rural Water Supply - A water supply system established where a distribution system is not present. Mostly found in the rural parts of the locality where apparatus is required to shuttle water to the incident.

Safety Officer – Assigned Officer responsible for the overall safety of the incident operation.

Secondary Hydrant/Water Source – Hydrant or water source near the incident, but from another direction that is separate from the primary hydrant or water source.

S.L.I.C.E.R.S.– Slice is a Fire Attack Mode tactic used to reduce temperatures inside a building prior to entry by firefighting personnel for extinguishment or rescue.

Staging Area – Group of personnel assembled away from the incident, which are prepared and teamed for incident operations.

Truck Operations – Support Operations that are assigned to Truck Companies that provide assistance in firefighting and rescue operations.

VENT-ENTER-ISOLATE-SEARCH (V.E.I.S.) – is the approved tactic when entering a structure through an opening (door or window) to search an area for the location of the fire or to locate possible victims. The priority upon entering the area via a window is to close the door to that room or area in order to isolate that area being searched from the fire area. When entering a fire area via a doorway entrance, the door needs to be controlled until the fire area is further isolated or a charged hoseline is advancing on the fire. By isolating the area, we are controlling the flow path of the fire, heat and smoke towards the ventilation point as well as controlling the air flow from the ventilation point towards the fire area.
A meeting of the Executive Committee of the Albemarle County Fire/EMS Board was held on Monday, February 2, 2015 at 1800 hours in the Fire Rescue Conference Room of the County Office Building, Stagecoach Road, Charlottesville.

The following members were in attendance:
Dayton Haugh, Charlottesville-Albemarle Rescue Squad
Dan Eggleston, Albemarle County Fire & Rescue
Preston Gentry, Crozet Volunteer Fire Department

Others in Attendance:
Tom LaBelle, Albemarle County Fire & Rescue

1. Call to Order
Chief Eggleston called the meeting to order at 1800 hrs.

   a. From the Board: Agenda Additions
      None were presented, and the meeting proceeded.

   b. From the Public: Matters not Listed on the Agenda
      None were presented, and the meeting proceeded.

2. Consent Agenda
   a. January 2015 Minutes

      MOTION: Chief Haugh moved to approve the minutes of January 2015 as presented. Chief Eggleston seconded the motion, which passed unanimously (3-0).

3. Fire Rescue System Strategic Plan - update
   a. Plan progress –
      i. Bylaws
      Chief LaBelle reported that the bylaws and meeting charter would go before the FEMS Board, and at their last meeting they identified the three core projects the committee wanted to work on – with the suggested addition of a service award program as a method of retention of members. He said that if the Board agrees with the approach of organizing the committees and their activities, he would draft documents for other committees using a similar format.

      Chief Eggleston stated that there was a really good draft of the bylaws for the FEMS Board out there, so they ought to just go ahead and adopt those as well.
Chief LaBelle said that the committee structure was being developed, the ordinance was being established on the other side to create organizational structure, and there wasn’t much in the middle.

Chief Eggleston suggested that they review the bylaws at their next opportunity, then put the forward to adopt.

Chief LaBelle said that the Recruitment and Retention Committee had asked where the bylaws stood, so it would be good to bring those forward. He said that he didn’t know whether they wanted to form a bylaw committee or review them as a group, since it was their first pass at the bylaws.

Chief Haugh stated that it really wasn’t their first shot at them, as they had discussed them many times before.

Chief Eggleston said that they had been close to adopting the bylaws in the past, and he would like to just move on with them.

4. Unfinished Business
a. FEMSB Work Plan Items/Policy - for Decision/Action

b. Volunteer Recruitment and Retention - update
   i. Ivy Station Recruitment and Retention Plan – update
Chief LaBelle stated that January had been a pretty good month, and ACFR had created a new format in which they could look at each individual member, how often they were volunteering, how many hours of drilling they were doing, etc., just to see if there were any problems. He said that over the weekend, they had the ACFR awards ceremony, and one of the groups that received an award was a combined crew of career and volunteers out of Station 15. Chief LaBelle stated that they had lost one member in the interim who wasn’t participating and was dismissed. He said that for ACFR volunteers, they do not have a voting in/voting out process – so as long as they apply and make it through their LODA physical, background check, etc., they are in. Chief LaBelle said that in terms of members leaving, ACFR asks for a letter from the member that clarifies they are stepping down, and RMS is updated to indicate they are no longer an active member of the organization. Chief LaBelle explained that if a member does not have any activity for three contiguous months, they are sent an email to inquire about their participation; if there is no response, they send a letter. As of yet, he said, they have not had to go beyond that.

Chief Haugh said that three months seemed pretty generous to him, and he wasn’t sure he would go that long.

Chief LaBelle stated that they may not in the future, but starting off this seemed like a place to start – and this was also an issue of establishing the tracking mechanism. He said that they have made it clear to the career captains over the last several months
that volunteers are part of their staff, and the captains are responsible for their training and tracking. Chief LaBelle said that one of the things said often is that ACFR volunteers are his volunteers, but that isn’t true; once they go through training, they technically go to Chief Puckett, or to Chief Oprandy if they’re administrative.

Chief Haugh asked if there were expectations specified for the members.

Chief LaBelle stated that ACFR had just created a five-page document that functions as a “bill of rights,” and in January members from all three stations were appointed to a By-Laws Committee, and that would be part of the bylaws document with that type of structure. He said that they were at the grassroots stage, and March would be the first company-wide meeting, at which the volunteers from all three stations would come together. Chief LaBelle stated that the hope was that by summer, they would be meeting once per quarter; and once per quarter they would be doing a large company drill with live fire, extracation, etc.

Chief Eggleston noted that Bob Larsen had been meeting with them regarding duty crews and responsibilities, and he wasn’t aware of very many people who didn’t cut it.

Chief LaBelle said that he spent the first few months of his job here dismissing people who weren’t participating than he actually spent bringing people in.

Chief Haugh said that they were coming in without really knowing what they were getting into.

Chief Eggleston said that sometimes they oversell it, and prospective members come in and decide it’s not what they sign up for.

Chief Gentry asked if they were going to have a lifetime status.

Chief LaBelle stated that the By-Laws Committee would have to start discussing, meaning the ACFR volunteer bylaws, not the FEMS Board bylaws, and there would be several matters discussed including the level of social engagement. He said that he advises members who are seeking a social outlet as a big part of their volunteerism, they should go to Crozet, East Rivanna or another organization that has those types of functions. Chief LaBelle said that it was hoped that members who came in with the intention of becoming career firefighters and then changing their mind would end up volunteering at the station closest to where they live. He emphasized that his goal was not to lose people, and to encourage them to continue to participate at whatever level they are comfortable with at any given time.

c. Field Operations Guide
   i. Fire Rescue Conference Plan –
Chief Eggleston said that they had held a good discussion at the FEMS Board meeting about the Field Operations Guide, and the Operations would be meeting on February 11, before the Virginia Beach conference, to talk about some of the items related to
operations. He stated that it would be great if they could leave that meeting with an understanding and consensus on operations and rural water supply, with assignments, and said that one lingering concern has been the concept of announcing unit status when marking en route of the people who are released on the unit. Chief Eggleston said that they have all the props to go through a few different scenarios, and they would have the draft of the policy and procedures to see if there are suggested changes. He stated that what was being proposed was a lot more than just that issue, but they need to tackle it one small bit at a time.

Chief LaBelle said that some of the material was not controversial, and incorporated what they were already doing.

Chief Eggleston agreed, and said that without this protocol they get a logjam, as Chief Gentry had mentioned from a recent incident.

Chief LaBelle said that he would be meeting with Chief Lambert later in the week to establish an agenda, room location, etc. going out to all participants.

5. New Business
There was none.

Chief LaBelle stated that this was the first meeting at which Ms. Roberman was not involved, and he would appreciate input from chiefs as to things that should happen.

Chief Haugh said that he usually received a reminder email the week before the meeting.

Chief Eggleston said that the agenda was usually posted on the website also.

Chief LaBelle stated that he was aware of that, and it had now been posted.

He noted that Ms. Roberman had retired, and her replacement had been hired.

6. Next Meeting
a. Monday, March 5, 2015 1600hrs. ACFR Conference Room

7. Adjournment
Chief Haugh moved to adjourn the meeting; Chief Eggleston seconded the motion, which passed unanimously (3-0).

The meeting adjourned at 1622 hours.