



**Clermont County Fire Chiefs' Alliance**

# **HAZARD ZONE MANAGEMENT PLAN**

Adopted February 24, 2011

First Revision June 22, 2011

This document is exempt from public records disclosure  
under Section 149.133 of the Ohio Revised Code

This page intentionally left blank.

## TABLE OF CONTENTS

*For ease of navigation, the electronic version of this document, including the table of contents, contains hyperlinks throughout that, when clicked on while depressing the Ctrl key, will take the reader to the desired section.*

|   |     |
|---|-----|
| TABLE OF CONTENTS.....                      | iii |
| EXECUTIVE SUMMARY .....                     | 1   |
| INTRODUCTION.....                           | 2   |
| PURPOSE .....                               | 3   |
| APPLICABILITY AND SCOPE .....               | 4   |
| HAZARD AND VULNERABILITY ASSESSMENT .....   | 4   |
| GAP ANALYSIS .....                          | 5   |
| CLOSING THE GAP (THE PLAN).....             | 6   |
| Implementation Strategy .....               | 6   |
| 2010 Objectives .....                       | 6   |
| 2011 Objectives .....                       | 6   |
| 2012 Objectives .....                       | 7   |
| 2013 Objectives .....                       | 8   |
| Model Hazard Zone Management Procedure..... | 8   |
| Purpose of Command procedures.....          | 9   |
| The responsibilities of Command .....       | 9   |
| The essential functions of Command.....     | 9   |
| Model Procedure Metrics .....               | 10  |
| Training Curriculum.....                    | 11  |
| Implementation Process.....                 | 12  |
| TESTS, DRILLS, AND EXERCISES.....           | 14  |
| 2011 Objectives .....                       | 14  |
| 2012 Objectives .....                       | 15  |
| 2013 Objectives .....                       | 15  |

LOGISTICS..... 15  
    Budget..... 15  
PLAN MAINTENANCE ..... 16  
HAZARD ZONE MANAGEMENT PLAN METRICS ..... 17  
ANNEXES ..... 18  
    Annex A - Model Procedure..... 19  
    Annex B – Training Program Description ..... 30  
    Annex C – Training Implementation Team ..... 32  
    Annex D – Model Procedure Evaluation Team ..... 33

## EXECUTIVE SUMMARY

In recent years it has become increasingly evident to Clermont County Fire and Emergency Medical Service agency chiefs that response to “everyday” emergencies is less effective, efficient and safe than it should be. While this condition has existed for a number of years, the chiefs have taken the position that to continue to operate in this manner is not acceptable. The chiefs directed that a plan be developed to achieve a safer and more effective approach to operating in the “hazard zone.”

This document provides a plan for developing and implementing procedures common to all Clermont County Fire and EMS agencies for safely and effectively managing emergency response to incidents and events that present conditions immediately dangerous to the life and health (the Hazard Zone) of the public and emergency responders.

The first deliverable of this plan is development and publishing of a model procedure for adoption by all Fire and Emergency Medical Service agencies in Clermont County. The procedure was developed with consideration of a cross section of agencies to assure broad applicability and wide acceptance; 1) Agencies with limited resources, as well as those with adequate resources; 2) The types of resources (using NIMS typing) and the numbers available in the region; 3) The response times of the resources; and, 4) Concepts of the NIMS Incident Command System (ICS 200 and 300) with emphasis on managing NIMS Type V and IV events.

The second deliverable of this plan is the identification and delivery of a standardized and nationally recognized and/or accredited training curriculum that satisfies the needs identified in the plan, and the elements of the model procedure. A potential drawback to this will likely be the cost of the program for Clermont County's communities that are already economically stressed. But utilizing a national standard curriculum is an important factor given the emergency response industry's increased emphasis on collaboration, cooperation and interoperability.

The third deliverable of this plan is the establishment of a schedule for the conduct of periodic tests and exercises so that the responders' newly acquired knowledge, skills and abilities are supported and enhanced, the plan and model procedure is validated, and the model procedure is institutionalized.

It is the intent of the chiefs to publish the model procedure within 30 days from the approval of this plan for adoption by all Fire and Emergency Medical Service agencies. It is expected that it will take three years to train responders and fully implement the Hazard Zone Management Model Procedure. However, the implementation time period will largely depend on the availability funding, local agency budgets and grants, and the level of commitment by the local response agencies for implementing this plan.

## INTRODUCTION

In recent years it has become increasingly evident to Clermont County Fire and Emergency Medical Service agency chiefs that response to “everyday” emergencies is less effective, efficient and safe than it should be. While this condition has existed for a number of years, the chiefs have taken the position that to continue to operate in this manner is not acceptable. The chiefs have directed that a plan be developed to achieve a safer and more effective approach to operating in the “hazard zone.”

It is the intent of this document to provide a plan for developing and implementing procedures common to all Clermont County Fire and EMS agencies for safely and effectively managing emergency response to incidents and events that present conditions immediately dangerous to the life and health of the public and emergency responders. The implementation of any procedure is not effective unless accompanied by training. And training must be followed by tests and exercises to provide opportunities for those expected to apply the procedure to gain experience by using it under controlled conditions, to evaluate the effectiveness and relationship of the procedures to reality, to identify the need and make changes to the procedures, and to determine the need for future training of the practitioners.

The first deliverable of this plan is to develop and publish a model procedure for all Fire and Emergency Medical Service agencies in Clermont County. The procedure will be developed with input from a cross section of agencies to assure broad applicability and wide acceptance. Consideration will be given to: 1) Agencies with limited resources, as well as those with adequate resources; 2) The types of resources (using NIMS typing) and the numbers available in the region; 3) The response times of the resources; and, 4) Concepts of the NIMS Incident Command System (ICS 200 and 300) with emphasis on managing NIMS Type V and IV events.

The second deliverable of this plan will be the identification and delivery of a standardized training curriculum that satisfies the needs identified in the plan, and the elements of the model procedure. It is the desire of the chiefs that the training program

be nationally recognized and/or accredited. The drawback to this will be the cost of the program for Clermont County's communities that are economically stressed. But utilizing a national standard curriculum is an important factor given the emergency response industry's increased emphasis on collaboration, cooperation and interoperability.

The third deliverable of this plan will be to establish a schedule for the conduct of periodic tests and exercises so that the responders' requisite knowledge, skills and abilities are supported and enhanced, the plan and model procedure is validated, and the model procedure is institutionalized.

It is the intent of the chiefs to publish the model procedure within 30 days from the approval of this plan. It is expected that this will be a three year process to fully implement the Hazard Zone Management Model Procedure. Full implementation will have been achieved when it can be demonstrated by all agencies, through everyday response activities and periodic tests, drills, and exercises, that the requisite knowledge, skills and abilities are being adequately applied on a consistent basis. The chiefs anticipate that this process will take approximately three years to be fully implemented and verified based on the availability of local and grant funding, and how quickly the training can be delivered.

The model procedure for hazard zone operations and the specifications of the accepted training program are included as annexes to this Plan.

## **PURPOSE**

The Clermont County Fire Chiefs' Alliance Hazard Zone Management Plan is intended to provide guidance for all Clermont County Fire and Emergency Medical Service personnel to ensure that hazard zone operations are conducted in as safe a manner as possible for the benefit of the public and responders.

The Hazard Zone Management Plan presents a model procedure for an orderly response to and for commanding operations within an emergency incident's hazard zone to help minimize the threat of injury to Clermont County's citizens and their emergency responders. The Plan also provides opportunities for training emergency response personnel to the standards contained in the model procedure. By adopting the model procedure and training program, and institutionalizing the procedure, leadership of all Fire and Emergency Medical Service agencies in Clermont County can be assured of consistent and safe hazard zone management operations within their own jurisdictions, and interoperability when utilizing assistance from or responding to assist a

neighboring jurisdiction.

### APPLICABILITY AND SCOPE

The provisions of the Hazard Zone Management Plan are applicable to all Clermont County Fire and Emergency Medical Service agencies and their employees. This plan is applicable to the full spectrum of manmade, natural, and technological emergencies and threats that result in a hazard zone that is immediately dangerous to the life and health of the public and responders.

### HAZARD AND VULNERABILITY ASSESSMENT

Hazards – Clermont County

The following list identifies the hazards that are most likely to affect Clermont County, and that would result in a hazard zone immediately dangerous to life and health.

|   |   |
|---|---|
| Active Shooter  | √ |
| Avalanche   |   |
| Bio Agent Release                                     | √ |
| Building Collapse / Damage (Intentional / Accidental) | √ |
| Civil Disturbance                                     | √ |
| Coastal Erosion                                       |   |
| Coastal Storm   |   |
| Dam Failure   | √ |
| Earthquake  | √ |
| Explosion (Intentional / Accidental)                  | √ |
| Fire / Wildfire                                       | √ |
| Flood / Flash Flood                                   | √ |
| Hazardous Chemical Release (Intentional / Accidental) | √ |
| Hurricane   |   |
| Land Subsidence                                       |   |
| Landslide   | √ |
| Lightning   | √ |
| Nuclear Plant Accident                                |   |
| Radiological Release (Intentional / Accidental)       | √ |



|   |   |
|---|---|
| Terrorist Attack                              | √ |
| Tornado / Windstorm                           | √ |
| Tsunami                                       |   |
| Volcano                                       |   |
| Weapons of Mass Destruction/Casualties Attack | √ |
| Winter Storm                                  | √ |
| Workplace Violence                            | √ |

### GAP ANALYSIS

While the Fire and Pre-Hospital Emergency Medical Service industries have for the last thirty years been considered experienced practitioners of the Incident Command System, local response agency chiefs have reported that they continue to witness inconsistent and incomplete application of ICS concepts at NIMS Type V and IV incidents; the “everyday emergency.” Senior command officers in every department in Clermont County have received intensive classroom instruction on Intermediate (ICS 300) and Advanced (ICS 400) procedures for managing expanding and complex events. However, it is obvious that the on-line course offering for managing events involving Single Resources and Initial Actions (ICS 200) has failed to provide the knowledge, skills and abilities that company and mid-level officers need for accomplishing safe, efficient and effective operations at Type IV and V incidents.

Examples of this gap include lack of situational awareness, dispatched resources entering the hazard zone without proper accountability and supervision (span of control and unity of command), less than effective deployment of strategic resources, lack of appropriate resources, and the lack of an appropriate incident action plan. Inefficient and improper management of responding agency, mutual aid and support agency resources results in confusing or inappropriate task assignments and, many times, “freelancing.”

The potential result of this gap is a greater threat of injuries to civilians and fire fighters, threat of greater damage to property and the environment, higher cost of response operations, and the threat of damage to tools and equipment.

NIMS Type V and IV incidents constitute approximately ninety-eight percent of an emergency response agency’s annual calls for emergency service. Response to all events – CBRNE, Weapons of Mass Destruction, fire, emergency medical, and so on – must be managed effectively during the initial phase for the protection of the public, their

property, the environment, and the safety of the responders. An event includes detection, notification, alarm, response, decontamination, demobilization and after-action analysis.

### **CLOSING THE GAP (THE PLAN)**

The need is important and urgent! The well-being of the public and emergency responders is dependent on a rapid but effective implementation of the solution that will address this shortcoming.

#### **Implementation Strategy**

There are three major components to this plan: 1) Develop a Model Hazard Zone Management Procedure and promote its adoption by all Clermont County Fire and Emergency Medical Service agencies; 2) Implement a standardized and nationally recognized training curriculum for all company, mid-level and acting officers; and, 3) Conduct regular periodic tests and exercises to verify the continuing validity of the model procedures and newly acquired competencies of the responders.

The Chiefs recognize that this process involves changing a well-ingrained culture among the County's emergency responders, and that it will not magically evolve overnight. The strategy is a rapid roll out of the Model Procedure, a concerted training effort over the next three years to reach all current, acting, and emerging command level officers, and an annual schedule of drills and exercises designed to support the effective use of the Model Procedure.

#### **2010 Objectives**

##### *Clermont County Fire Chiefs' Alliance*

- Develop a Hazard Zone Management Model Procedure by March 1, 2011.
- Identify and adopt a standardized, nationally recognized Hazard Zone Management training curriculum by August 1, 2010.
- Conduct initial Hazard Zone Management training for a selected cadre of command officers to validate the curriculum by October 1, 2010.

#### **2011 Objectives**

##### *Clermont County Fire Chiefs' Alliance*

- Develop, publish and promote a Hazard Zone Management Model Procedure by February 24, 2011.
- Identify and train a cadre of instructors to deliver the Hazard Zone Management training curriculum by February 10, 2011.
- Identify and prioritize the command officers from each department to receive Hazard Zone Management training by March 1, 2011.
- Deliver Hazard Zone Management training to forty command officers from among the Clermont County Fire and Emergency Medical Service agencies by December 31, 2011.
- Deliver Hazard Zone Management training to six Clermont County Communications Center dispatch personnel by December 31, 2011.
- Develop a three year schedule of drills and exercises to support the effective use of the Hazard Zone Management Procedures by April 1, 2011.
- Conduct three multi-jurisdictional drills and/or exercises that support use of the Hazard Zone Management Procedure by December 31, 2011.
- Evaluate the Hazard Zone Management Model Procedure and modify as needed based on after-action and corrective-action reports from each of the drills and exercises by December 31, 2011.

#### *Clermont County Fire and Emergency Medical Service Agencies*

- Adopt the Hazard Zone Management Model Procedure by March 1, 2011.
- Identify and prioritize command officers to receive Hazard Zone Management training in 2011 by March 1, 2011.
- Require at least 50% of command officers to participate in Hazard Zone Management training by December 31, 2011.
- Participate in scheduled drills and exercises-Ongoing.

## **2012 Objectives**

#### *Clermont County Fire Chiefs' Alliance*

- Deliver Hazard Zone Management training to forty command officers and acting command officers from among the Clermont County Fire and Emergency Medical Service agencies by December 31, 2012.
- Deliver Hazard Zone Management training to six Clermont County Communications Center dispatch personnel by December 31, 2012.
- Conduct three multi-jurisdictional drills and/or exercises that support use of the Hazard Zone Management Procedure by December 31, 2012.

- Evaluate the Hazard Zone Management Model Procedure and modify as needed based on after-action and corrective-action reports from each of the drills and exercises by December 31, 2012.

#### *Clermont County Fire and Emergency Medical Service Agencies*

- Require 50% of command officers and acting command officers to participate in Hazard Zone Management training by December 31, 2012.
- Participate in scheduled drills and exercises-Ongoing.

### **2013 Objectives**

#### *Clermont County Fire Chiefs' Alliance*

- Deliver Hazard Zone Management training to new command officers and acting command officers from among the Clermont County Fire and Emergency Medical Service agencies by December 31, 2013.
- Deliver Hazard Zone Management training to the remaining untrained Clermont County Communications Center dispatch personnel by December 31, 2013.
- Conduct two multi-jurisdictional drills and/or exercises that support use of the Hazard Zone Management Procedure by December 31, 2013.
- Evaluate the Hazard Zone Management Model Procedure and modify as needed based on after-action and corrective-action reports from each of the drills and exercises by December 31, 2013.

#### *Clermont County Fire and Emergency Medical Service Agencies*

- Require new command officers and acting command officers to participate in Hazard Zone Management training by December 31, 2013.
- Participate in scheduled drills and exercises-Ongoing.

### **Model Hazard Zone Management Procedure**

The first major component of this plan is to develop a model procedure and encourage its adoption and implementation by all Fire and Emergency Medical Service agencies in Clermont County. The model procedure must be developed with input from a cross section of agencies to assure broad applicability and wide acceptance. Consideration will be given to: 1) Agencies with limited resources as well as those with adequate resources; 2) The types of resources (using NIMS typing) and the numbers available in the region; 3) The response times of the resources; and, 4) Concepts of the NIMS

Incident Command System with emphasis on managing NIMS Type V and IV events (single resource and expanding incidents).

It will be the responsibility of all officers and members of Clermont County Fire and Emergency Medical Service agencies to conform with and institutionalize the Hazard Zone Management Model Procedures within their agency. Compliance with the Procedure will help provide for the effective management of personnel and resources while operating on an emergency scene, and provide for the safety and welfare of the public and response personnel.

### **Purpose of Command procedures**

- Fix responsibility for Command on a specific individual through a standard identification system depending on the arrival sequence of members, companies, and chief officers.
- Ensure that a strong, direct, and visible Command will be established from the onset of the incident.
- Establish an effective incident organization defining the activities and responsibilities assigned to the Incident Commander and to other individuals operating within the Incident Command System.
- Provide a system for processing information to support incident management, planning, and decision-making.
- Provide a system for the orderly transfer of Command to subsequent arriving officers.
- Provide a system that can be applied to all NIMS Type V and IV incidents and that can be easily expanded for larger incidents such as WMD, CBRNE, or other man-made and natural disaster incidents.

### **The responsibilities of Command**

- Provide for the safety, accountability, and welfare of personnel. This priority is ongoing throughout the incident.
- Remove endangered occupants and treat the injured.
- Stabilize the incident and provide for life safety.
- Conserve property.

### **The essential functions of Command**

- Assume, confirm and properly position Command
- Situation evaluation/Size-up
- Communications
- Manage the deployment of resources
- Establish an appropriately sized and effective response organization

- Choose the most appropriate strategy and develop and share the Incident Action Plan
- Review, evaluate and revise the strategy and Incident Action Plan as needed
- Continue, Transfer & Terminate Command

Each essential function of Command must contain a set of guidelines to assist Command with accomplishing the essential function. In addition, the Model Procedure must contain guidelines for transitioning strategy and tactics and the response organization from a Type IV incident as the event expands or increases in complexity.

### **Model Procedure Metrics**

The following metrics will be used to measure the completeness of the Hazard Zone Management Model Procedure.

#### Yes (√)

- Identifies the elements that justify use of the NIMS Incident Command System and a strong Command presence.
- Identifies the responsibilities of Command.
- Establishes the essential functions of Command.
- Provides a process for establishing Command.
- Provides guidance for intelligence gathering (size up) and situation analysis.
- Establishes and defines the three basic elements of the Risk Management Plan.
- Identifies the hazard zone (fire ground) factors that guide establishing the Risk Management Plan.
- Establishes the process for initiating, maintaining, and controlling radio communications.
- Establishes and defines the three command modes.
- Establishes the procedure for transferring command to the second arriving command level officer or an officer of higher rank.
- Identifies the three levels of the Command organization-Strategic, Tactical, and Task.
- Establishes the responsibilities for the three levels of the Command organization.
- Establishes the process for developing the Incident Action Plan.
- Identifies and defines the designation of structure (building) sides.
- Identifies and defines the designation of floors within a multi-story structure.
- Identifies and defines the elements of the command organization structure-Sector/Division/Group.
- Establishes the roles and responsibilities for the Sector/Division/Group Supervisor.

- Identifies and defines the elements of the command organization structure-Branch.
- Establishes the roles and responsibilities for the Branch Director.
- Identifies and defines the elements of the command organization structure-Section, Operations.
- Establishes the roles and responsibilities for the Operations Section Chief.
- Identifies and defines the elements of the command organization structure-Section, Planning.
- Establishes the roles and responsibilities for the Planning Section Chief.
- Identifies and defines the elements of the command organization structure-Section, Logistics.
- Establishes the roles and responsibilities for the Logistics Section Chief.
- Identifies and defines the elements of the command organization structure-Section, Finance/Administration.
- Establishes the roles and responsibilities for the Finance/Administration Section Chief.
- Identifies the roles and responsibilities of the Incident Commander.
- Identifies and defines the elements of the command staff-Information Officer.
- Establishes the roles and responsibilities for the Information Officer.
- Identifies and defines the elements of the command staff-Safety Officer.
- Establishes the roles and responsibilities for the Safety Officer.
- Identifies and defines the elements of the command staff-Liaison Officer.
- Establishes the roles and responsibilities for the Liaison Officer.
- Provides for evaluating and revising the Incident Action Plan.
- Provides a process for continuing, transferring, and terminating Command.

## Training Curriculum

The second major component of this plan is the identification and delivery of a standardized training curriculum that satisfies the needs identified in the plan, and the elements of the model procedure. It is the desire of the chiefs that the training program be nationally recognized and/or accredited. Utilizing a national standard curriculum is an important factor, actually an essential element, given the emergency response industry's increased emphasis on collaboration, cooperation, and interoperability. The challenge presented by using a standardized, nationally recognized curriculum is the financial burden the program will place on Clermont County communities that are economically stressed.

The Clermont County Fire Chiefs' Alliance spent a significant amount of time and energy identifying the important considerations and procedures for the safe, efficient and effective command of personnel and resources operating in an atmosphere that is immediately dangerous to life and health (the Hazard Zone). Those elements are contained in the Hazard Zone Management Model Procedure. It is imperative that the selected curriculum adequately address each of the considerations in the Model Procedure.

The search for training curricula that adequately addressed the elements of the Model Procedure (Model Procedure Metrics) revealed a significant lack of options. The Blue Card Command Certification Program was identified by the committee as meeting all of the essential elements identified in the Model Procedure. The program is delivered in two phases: Phase 1 is an online presentation taking approximately fifty (50) hours to complete, for which a certificate is issued for successful completion; and, Phase 2 is a classroom review of the essential functions of command and communications procedures, along with intensive practical exercises in a laboratory (simulator).

It is the recommendation of the committee that the Clermont County Fire Chiefs' Alliance adopt the Blue Card Command Certification Program as the official Hazard Zone Management training curriculum for Clermont County's Fire and Emergency Medical Service agencies.

## **Implementation Process**

### ***2010 Objectives***

#### *Clermont County Fire Chiefs' Alliance*

- Identify and adopt a standardized, nationally recognized Hazard Zone Management training curriculum by August 1, 2010.
- Conduct initial Hazard Zone Management training of a selected cadre of command officers to validate the curriculum by October 1, 2010.

### ***2011 Objectives***

#### *Clermont County Fire Chiefs' Alliance*

- Identify and train a cadre of instructors to deliver the Hazard Zone Management training curriculum by February 10, 2011.
- Identify and prioritize the command officers from each department to receive Hazard Zone Management training by March 1, 2011.



- Deliver Hazard Zone Management training to seventy-two command officers from among the Clermont County Fire and Emergency Medical Service agencies by December 31, 2011.
- Deliver Hazard Zone Management training to six Clermont County Communications Center dispatch personnel by December 31, 2011.

*Clermont County Fire and Emergency Medical Service Agencies*

- Identify and prioritize command officers to receive Hazard Zone Management training in 2011 by March 1, 2011.
- Require at least 50% of command officers to participate in Hazard Zone Management training by December 31, 2011.

**2012 Objectives**

*Clermont County Fire Chiefs' Alliance*

- Deliver Hazard Zone Management training to seventy-two command officers and acting command officers from among the Clermont County Fire and Emergency Medical Service agencies by December 31, 2012.
- Deliver Hazard Zone Management training to six Clermont County Communications Center dispatch personnel by December 31, 2012.

*Clermont County Fire and Emergency Medical Service Agencies*

- Require 50% of command officers and acting command officers to participate in Hazard Zone Management training by December 31, 2012.

**2013 Objectives**

*Clermont County Fire Chiefs' Alliance*

- Deliver Hazard Zone Management training to new command officers and acting command officers from among the Clermont County Fire and Emergency Medical Service agencies by December 31, 2013.
- Deliver Hazard Zone Management training to the remaining untrained Clermont County Communications Center dispatch personnel by December 31, 2013.

*Clermont County Fire and Emergency Medical Service Agencies*

- Require new command officers and acting command officers to participate in Hazard Zone Management training by December 31, 2013.

## TESTS, DRILLS, AND EXERCISES

The Clermont County Fire Chiefs' Alliance is committed to having a comprehensive plan for tests, drills, and exercises.

Testing and exercising of Hazard Zone Management capabilities are essential to demonstrating and improving the ability of organizations to effectively and safely command and deploy personnel and resources within the Hazard Zone. They serve to validate, or identify for subsequent correction, specific aspects of the Hazard Zone Management plans and procedures.

The exercise program should include a variety of potential hazards and be scalable in the magnitude of the event. An effective program will include a variety of exercise types, including table-tops, drills, functional exercises and full-scale exercises. Full-scale exercises should simulate actual emergency conditions, and exercises should include the phase-down of Hazard Zone operations and a return to normal operations. Following an exercise, a comprehensive debriefing and after-action report, including a corrective action plan, should be completed.

The testing and exercise plans for Hazard Zone Management should provide for the following elements:

- Jurisdictional testing/exercising of Hazard Zone Management plans and procedures at least annually to ensure the that agency's ability to perform the essential command functions and to communicate effectively;
- Joint departmental or jurisdictional exercising of the Hazard Zone Management Procedures, where applicable and feasible.

### 2011 Objectives

#### *Clermont County Fire Chiefs' Alliance*

- Conduct at least one drill that supports use of the Hazard Zone Management Procedure by December 31, 2011.
- Conduct at least one table-top exercise that supports use of the Hazard Zone Management Procedure by December 31, 2011.
- Conduct one multi-jurisdictional functional exercise that supports use of the Hazard Zone Management Procedure by December 31, 2011.

#### *Clermont County Fire and Emergency Medical Service Agencies*

- Participate in at least one drill or table-top or functional exercise by December 31, 2011.

## 2012 Objectives

### *Clermont County Fire Chiefs' Alliance*

- Conduct one drill that supports use of the Hazard Zone Management Procedure by December 31, 2012.
- Conduct at least one table-top exercise that supports use of the Hazard Zone Management Procedure by December 31, 2012.
- Conduct two multi-jurisdictional functional exercises that support use of the Hazard Zone Management Procedure by December 31, 2012.

### *Clermont County Fire and Emergency Medical Service Agencies*

- Participate in at least one scheduled multi-jurisdictional table-top or functional exercise by December 31, 2012.

## 2013 Objectives

### *Clermont County Fire Chiefs' Alliance*

- Conduct one multi-jurisdictional functional exercise that supports use of the Hazard Zone Management Procedure by December 31, 2013.
- Conduct one multi-jurisdictional full-scale exercise that supports use of the Hazard Zone Management Procedure by December 31, 2013.

### *Clermont County Fire and Emergency Medical Service Agencies*

- Participate in one scheduled multi-jurisdictional functional or full-scale exercise by December 31, 2013.

## LOGISTICS

### Budget

There is currently no budget specifically dedicated to the delivery of the Hazard Zone Management training program. There are, however, grant funds that periodically become available that the Hazard Zone Management training program will qualify. It is the intent of the Clermont County Fire Chiefs' Alliance to apply for these funds as a regional project for the purpose of providing this training.

Estimates indicate that the Hazard Zone Management training (Blue Card Command Certification Program) will cost approximately \$1,000 per student. The Clermont County Fire Chiefs' Alliance estimates that there are about one hundred and twenty (120) command officers, acting command officers and emerging command officers in need of Hazard Zone Management training over the next three years. It is anticipated that the cost of delivering the Hazard Zone Management training program (Blue Card Command Certification Program) will cost about \$120,000 through 2013.

As is the case for delivering the Hazard Zone Management training program, there is no identified budget for drills and exercises that supports institutionalizing the Hazard Zone Management Model Procedure within Clermont County's Fire and Emergency Medical Service agencies. However, the Clermont County Fire Chiefs' Alliance will facilitate and coordinate drills and exercises for single and multiple jurisdictions at no cost to the jurisdiction. In addition, participation in Clermont County Emergency Management Agency and Local Emergency Planning Committee exercises that lend themselves to executing the Hazard Zone Management Procedures will be encouraged.

## **PLAN MAINTENANCE**

Periodic and regular maintenance of any plan is essential. It will be the responsibility of the Clermont County Fire Chiefs' Alliance and its' member agencies to annually review the Hazard Zone Management Model Procedure in accordance with the following process.

### *Clermont County Fire Chiefs' Alliance*

- Evaluate the Hazard Zone Management Model Procedure and modify as needed based on after-action and corrective-action reports from each of the drills and exercises.

### *Clermont County Fire and Emergency Medical Service Agencies*

- Participate in and contribute to evaluation and modification of the Hazard Zone Management Model Procedure after each drill and exercise.

## HAZARD ZONE MANAGEMENT PLAN METRICS

The intent of this plan is the institutionalization of the model procedure, training, and supporting drills and exercises so that it becomes an integral (institutionalized) component of every agency's normal operating guidelines and response procedures. With that concept in mind, it is expected that this plan will have been fully executed when that goal is satisfied.

The following metrics will be used to measure the success of the Clermont County Fire Chiefs' Alliance Hazard Zone Management Plan.

### Yes (√)

- Was the Model Procedure adopted by all Clermont County Fire and Emergency Medical Service agencies?
- Did all Clermont County Fire and Emergency Medical Service agencies train their command officers?
- Did all Clermont County Fire and Emergency Medical Service agencies train their acting command officers?
- Did all Clermont County Fire and Emergency Medical Service agencies train their emerging command officers?
- Did all Clermont County Fire and Emergency Medical Service agencies participate in at least one multi-jurisdictional exercise during each year?
- Has every Clermont County Fire and Emergency Medical Service agency been observed (visually and/or audibly) utilizing the Hazard Zone Management Model Procedure?

# **ANNEXES**

## **Annex A - Model Procedure**



**Clermont County Fire Chiefs Alliance**  
**MODEL STANDARD OPERATING GUIDELINE**  
DATE OF ISSUE – FEBRUARY 24, 2011

## **INCIDENT COMMAND PROCEDURES - HAZARD ZONE MANAGEMENT**

### **PURPOSE**

The Clermont County Fire Chiefs recognize that Fire Departments in Clermont County respond to a wide range of emergency incidents. This procedure specifies the operating guidelines that should be employed in Hazard Zone Management. The guidelines provide for the effective management of personnel and resources responding to and operating inside the hazard Zone providing for their safety and welfare. It also establishes procedures for the implementation of all components of the Incident Command System for structural fire operations (NIMS type V and IV incidents) as well as response to CBRNE incidents and acts of terrorism. NIMS type V and IV incidents including response to structure fires, hazmat incidents, multiple casualty events, vehicle crashes, and etc.

### **COMMAND PROCEDURES ARE DESIGNED TO:**

1. Fix the responsibility for Command on a specific individual through a standard identification system, depending on the arrival sequence of members, companies, and chief officers.
2. Ensure that a strong, direct, and visible Command will be established from the onset of the incident.
3. Establish an effective incident organization defining the activities and responsibilities assigned to the Incident Commander and to other individuals operating within the Incident Command System.
4. Provide a system to process information to support incident management, planning, and decision-making.
5. Provide a system for the orderly transfer of Command to subsequent arriving officers.
6. Provide a system that can be applied to all NIMS Type V and IV incidents and that is easily be expanded for larger incidents such as WMD, CBRNE, or man-made or natural disasters.



**RESPONSIBILITY**

It shall be the responsibility of all officers and members of the department in Clermont County to conform with and utilize these guidelines in order to provide for the effective management of personnel and resources while operating on an emergency scene and provide for the safety and welfare of personnel.

All Officers are responsible to insure the proper compliance and adequate training of personnel under their command.

All members have the responsibility to adequately learn and follow this procedure.

**PROCEDURE****RESPONSIBILITIES OF COMMAND**

The Incident Commander is responsible for the completion of the tactical priorities.

The Tactical Priorities are:

- A. Provide for the safety, accountability, and welfare of personnel. This priority is ongoing throughout the incident.
- B. Remove endangered occupants and treat the injured.
- C. Stabilize the incident and provide for life safety.
- D. Conserve property.

**FUNCTIONS OF COMMAND**

The Functions of Command Include:

1. Assume and announce Command and establish an effective operating position (Command Post).
2. Rapidly evaluate the situation (size up).
3. Initiate, maintain, and control the communications process.
4. Deployment Management
5. Strategy and Incident Action planning using Risk Management and 8 Fireground Factors
6. Organization
7. Review, evaluate, and revise (as needed) the incident action plan.
8. Provide for the continuity, transfer, and termination of Command.

The Incident Commander is responsible for all of these functions. As Command is transferred, so is the responsibility for these functions. The first five (5) functions must be addressed immediately from the initial assumption of Command.

## **ESTABLISHING COMMAND**

The first fire department member or unit to arrive at the scene shall assume Command of the incident. The initial Incident Commander shall remain in Command until Command is transferred or the incident is stabilized and terminated.

1. The first unit or member on the scene must initiate whatever parts of the Incident Command System are needed to effectively manage the incident scene.
2. A single company incident (trash fires, single patient E.M.S. incidents, etc.) may only require that Company or unit acknowledge their arrival on the scene.
3. For incidents that require the commitment of multiple Companies or units, the first unit or member on the scene must establish and announce "Command," and develop an Incident Command Structure appropriate for the incident.

The first arriving fire department unit activates the Command process by giving an initial radio report.

The Radio Report should include:

1. Unit designation of the unit arriving on the scene.
2. A brief description of the incident situation, (i.e., building size, height, occupancy, Hazmat spill, multi-vehicle accident, working fire, multiple patients, etc.)
3. Brief description of action taken. Strategy Offensive or Defensive
4. Any obvious safety concerns.
5. Assumption, identification, and location of Command.
6. Request or release resources as required.

Example: "Engine 1 on the scene of a large 3 story apartment building with an obvious working fire on the 3<sup>rd</sup> floor alpha side middle of the building. Engine 1 has completed a 360, engine 1 will be in the offensive strategy with a water supply to engine 1. Engine 1 stretching a 1 ¾ line to the 3<sup>rd</sup> floor for search rescue and fire attack. Engine 1 will be Main Street Command on the Alpha side with accountability."

Follow Up: "Command reporting fire has spread in the roof and is rapidly extending horizontally. Command requesting a 2<sup>nd</sup> alarm."

## **COMMAND OPTIONS**

1. NOTHING SHOWING MODE. (Investigation)
2. FAST ATTACK MODE. (Company Officer involved with attack)

### 3. COMMAND MODE. (Exterior Command)

#### **PASSING COMMAND**

Command shall not be passed to an officer who is not on the scene. When a higher ranking officer arrives at the scene at the same time as the initial arriving company, the higher ranking officer should assume command of the incident.

Should a situation occur where a later arriving higher ranking officer cannot locate or communicate with Command (after several radio attempts), they will assume and announce their assumption of Command and initiate whatever actions are necessary to confirm the safety of the missing crew.

#### **TRANSFER OF COMMAND**

Command is transferred to improve the quality of the Command organization. The following guidelines outline the transfer of Command process.

1. The first fire department member arriving on the scene will automatically assume Command. This will normally be a Company Officer, but could be any fire department member up to and including the Fire Chief.
2. The first arriving Company Officer will assume Command after the transfer of Command procedures have been completed (assuming an equal or higher ranking officer has not already assumed Command).
3. The first arriving Higher Ranking Officer or Chief should assume Command of the incident following transfer of Command procedures.
4. Assumption of Command is discretionary for the Fire Chief

Within the chain of Command, the actual transfer of Command will be regulated by the following procedure:

1. The Officer assuming Command will communicate with the person being relieved by radio or face-to-face. Face-to-face is the preferred method to transfer Command.
2. The person being relieved will brief the officer assuming Command indicating at least the following:
  - A. Incident conditions (fire location and extent, Haz Mat spill or release, number of patients, etc.)
  - B. Incident action plan.
  - C. Progress toward completion of the tactical objectives.
  - D. Safety considerations.
  - E. Deployment and assignment of operating companies and personnel.
  - F. Appraisal of need for additional resources.

The person being relieved of Command will be assigned to best advantage by the Officer assuming Command. The arrival of a ranking officer on the incident scene does not mean that Command has been transferred to that officer. Command is only transferred when the outlined transfer-of Command process has been completed. The Incident Commander has the overall responsibility for managing an incident. Simply stated the Incident Commander has complete authority and responsibility for the Incident.

Anyone can effect a change in incident management in extreme situations relating to safety by notifying Command and initiating corrective action.

## **COMMAND ORGANIZATION**

### Strategic Level:

The strategic level responsibilities include offensive or defensive:

- A. Determining the appropriate strategy.
- B. Establish overall incident objectives.
- C. Setting priorities.
- D. Develop an incident action plan.
- E. Obtaining and assigning resources.
- F. Predicting outcomes and planning.
- G. Assigning specific objectives to tactical level units.

### Tactical Level:

The Tactical level directs operational activities toward specific objectives.

Tactical level officers include Sector, Division and Group Officers. Tactical level officers are responsible for specific geographic areas or functions, and supervising assigned personnel. A tactical level assignment comes with the authority to make decisions and assignments, within the boundaries of the overall plan and safety conditions. The accumulated achievements of tactical objectives should accomplish the strategy as outlined in the Incident Action Plan.

### Task Level:

The Task Level refers to those activities normally accomplished by individual companies or specific personnel. The task level is where the work is actually done.

Task level activities are routinely supervised by Company Officers. The accumulated achievements of task level activities should accomplish tactical objectives.

Sector Division Group Supervisors will be responsible for and in control of all assigned functions within their Sector. This requires each Sector Division Group Supervisor to:

- A. Complete objectives assigned by Command.
- B. Account for all assigned personnel.
- C. Ensure that operations are conducted safely.
- D. Monitor work progress.
- E. Redirect activities as necessary.
- F. Coordinate actions with related activities, and adjacent Sectors.
- G. Monitor welfare of assigned personnel.
- H. Request additional resources as needed.
- I. Provide Command with essential and frequent progress reports.
- J. Re-allocate resources within the Sector.

Command must be advised immediately of significant changes, particularly those involving the ability or inability to complete an objective, hazardous conditions, accidents, structural collapse, etc.

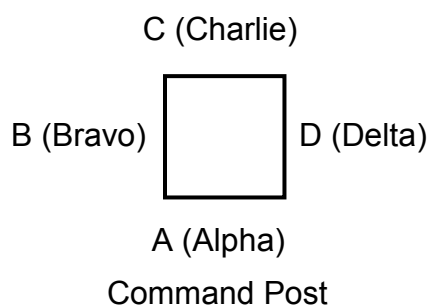
### **COMMAND STRUCTURE (SDG Sector Division Group)**

Branches are organizational level management units that group major segments of incident operations. Sectors represent functional operations. The term sector is generic and can be used for both geographic and functional operations.

As an incident escalates, the Incident Commander should group companies to work in Sectors. A Sector is the organizational level having responsibility for operations within a defined geographic area. In order to effectively use the Sector terminology, a department must have a designated method of dividing an incident scene. A Sector is either a geographic or functional assignment.

### **DESIGNATING BUILDING SIDES**

As a general practice, command will be established in a visible location in the front of the building on the address side. Obviously, myriad factors influence the actual location. Starting with the command post, the sides of the operation will be labeled A, B, C, and D, moving clockwise around the structure.



To reduce confusion caused by the similarity of the sounds of the letters, the following will be used:

A = Alpha

B = Bravo

C = Charlie

D = Delta

#### EXCEPTION

Some incidents, including those involving multiple structures and wildland scenarios will not lend themselves to this arrangement. Command will then use compass directions. Units subordinate to command will follow command's lead in using identifying titles.

In multi-story incidents, Divisions will usually be indicated by floor number (Division 6 indicates 6<sup>th</sup> floor). When operating in levels below grade such as basements, the use of subdivision is appropriate.

#### Branch Designation:

Branches are an organizational level responsible for a specific functional assignment at a major incident. Examples are Salvage Branch, Search and Rescue Branch, Haz Mat Branch and Medical branch.

### **COMMAND STRUCTURE (EXPANDING THE ORGANIZATION "SECTIONS")**

1. Operations
2. Planning
3. Logistics
4. Finance/Administration

#### Operations Section

##### Roles and Responsibilities:

- A. Manage incident tactical activities.
- B. Coordinate activities with the Incident Commander.
- C. Implement the Incident Action Plan.
- D. Assign resources to tactical level areas based on tactical objectives and priorities.
- E. Build an effective organizational structure through the use of Branches and Sectors.
- F. Provide tactical objectives for Sectors.
- G. Control Staging and Air Operations.
- H. Provide for life safety.
- I. Determine needs and request additional resources.

J. Consult with and inform other Sections and the Incident Command Staff as needed.

### Planning Section

#### Roles and Responsibilities:

- A. Evaluate current strategy and plan with the Incident Commander.
- B. Maintain resource status and personnel accountability.
- C. Refine and recommend any needed changes to plan with Operations input.
- D. Evaluate incident organization and span-of-control.
- E. Forecast possible outcome(s).
- F. Evaluate future resource requirements.
- G. Utilize technical assistance as needed.
- H. Evaluate tactical priorities, specific critical factors, and safety.
- I. Gather, update, improve, and manage situation status with a standard systematic approach.
- J. Coordinate with any needed outside agencies for planning needs.
- K. Plan for incident demobilization.
- L. Maintain incident records.

### Logistics Section

#### Roles and Responsibilities:

- A. Provide for medical aid for incident personnel and manage Responder Rehab.
- B. Coordinate immediate critical incident stress debriefing function.
- C. Provide and manage any needed supplies or equipment.
- D. Forecast and obtain future resource needs (coordinate with the Planning Section).
- E. Provide for communications plan and any needed communications equipment.
- F. Provide fuel and needed repairs for equipment.
- G. Obtain specialized equipment or expertise per Command.
- H. Provide food and associated supplies.
- I. Secure any needed fixed or portable facilities.
- J. Provide any other logistical needs as requested by Command.
- K. Supervise assigned personnel.

### Finance/Administration Section

**Roles and Responsibilities:**

- A. Procuring of services and/or supplies from sources within and outside the Fire Department or City as requested by Command (coordinates with Logistics).
- B. Documenting all financial costs of the incident.
- C. Documenting for possible cost recovery for services and/or supplies.
- D. Analyzing and managing legal risk for incidents (i.e., hazardous materials clean up).
- E. Documenting for compensation and claims for injury.

The Finance/Administration Section is responsible for obtaining any and all needed incident documentation for potential cost recovery efforts.

**THE INCIDENT COMMANDER**

Roles and Responsibilities after activation of an Operations Section Chief

- A. Review and evaluate the plan, and initiate any needed changes.
- B. Provide on-going review of the overall incident (The Big Picture).
- C. Select priorities.
- D. Provide direction to the Command and General Staff Officers.
- E. Review the organizational structure, initiate change or expansion to meet incident needs.
- F. Stage Command and General Staff functions as necessary.
- G. Establish liaison with other internal agencies and officials, outside agencies, property owners and/or tenants.

**COMMAND STAFF:**

Command staff positions are established to assume responsibility for key activities which are not a part of the line organization. Three specific staff positions are identified:

- A. Information Officer
- B. Safety Officer
- C. Liaison Officer

Additional positions might be required, depending upon the nature and location of the incident, or requirements established by Incident Command.

**Information Officer**

The Information Officer's function is to develop accurate and complete information regarding incident cause, size, current situation, resources committed, and other matters of general interest. The Information Officer will normally be the point of contact



for the media and other governmental agencies which desire information directly from the incident. In either a single or unified Command structure, only one Information Officer would be designated. Assistants may be assigned from other agencies or department involved.

### Safety Officer

The Safety Officer's function at the incident is to assess hazardous and unsafe situations and develop measures for assuring personnel safety. The Safety Officer has emergency authority to stop and/or prevent unsafe acts. In a Unified Command structure, a single Safety Officer would be designated. Assistants may be required and may be assigned from other agencies or departments making up the Unified Command.

### Liaison Officer

The Liaison Officer's function is to be a point of contact for representatives from other agencies. In a Single Command structure, the representatives from assisting agencies would coordinate through the Liaison Officer. Under a Unified Command structure, representatives from agencies not involved in the Unified Command would coordinate through the Liaison Officer. Agency representatives assigned to an incident should have authority to speak on all matters for their agency.

# Annex B – Training Program Description

## Hazard Zone Management

### Blue Card Command Certification Program

The Blue Card Command Certification Program teaches Incident Commanders and other fire officers how to standardize incident operations across their department, providing:

- Safer, more effective hazard zone procedures
- System-wide accountability among all personnel and response agencies.
- A reduction in the number of fire fighter injuries and deaths.
- Simulation-based training to complement on-the-job learning.

The Blue Card Command Certification program is NIMS compliant and designed to manage NIMS Type V and IV incidents – which represent approximately 99 percent of a typical department's incident activity. The program features over 50 hours of online training, including text, simulations, video coaching, quizzes and more covering such topics as:

- Assume, Confirm, and Position Command
- Situation Evaluation
- Communications
- Deployment Management
- Organization
- Strategy and Incident Action Planning
- Review, Evaluation, and Revision
- Continue, Transfer and Terminate Command

Upon successful completion of the online training portion of the program, the student will complete a three day hands-on evaluation session that consists of classroom and hazard zone management simulations. The simulations focus on applying the principles and practices of the Blue Card Command Hazard Zone Management System.

Personnel will be trained and tested on the responsibilities of the initial on-scene officer, Incident Commander, Incident Management team Member, and Sector / Division / Group / Safety Officer.

The Hazard Zone Management Certification is valid for 3 years from the completion date of the hands-on session. Personnel will be required to complete and document a

minimum of twelve (12) hours of Hazard Zone Management continuing education every year. This training may consist of communications training, size-up training, risk management, CANL (Conditions, Actions, Needs, Location) reporting, building construction and most any other training that involves Hazard Zone Management. Personnel will be required to complete the hands-on evaluation every three (3) years to stay current.

## **Annex C – Training Implementation Team**

Appointed annually by the Clermont County Fire Chiefs' Alliance President.

## **Annex D – Model Procedure Evaluation Team**

Appointed annually by the Clermont County Fire Chiefs' Alliance President.