



# ANN ARBOR FIRE DEPARTMENT

## Standard Operating Procedures – 3.11 Command Function #1 Deployment



### COMMAND FUNCTION #1 – DEPLOYMENT

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 Approved: Fire Chief Mike Kennedy

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#### I. COMMAND FUNCTION #1 – DEPLOYMENT

The major goal of Command Function #1 is to provide and manage a steady, adequate, and timely stream of appropriate resources. This procedure describes the standard deployment process used in the Blue Card hazard zone management system.

How responders are dispatched and put to work when they arrive on the scene is an essential component of our Incident Management System (IMS). When this front-end Deployment management occurs in a regular, orderly manner, the hazard-zone workers become part of the IC’s overall plan. This creates a safe and standard operational beginning.

The essence of incident control is the ability of every IC to create, manage, and—if necessary—move the position and function of all the resources operating in the hazard zone.

The IC is the resource allocator for the incident, and is responsible for managing all assigned resources work cycles on the strategic level. The standard deployment management that an IC must manage on every incident is the following items:

- A. Staging
- B. Assignments to the incident scene by the IC
- C. Accountability in a hazard zone
- D. Work/Rest Cycle
- E. On-Deck
- F. Recycling
- G. Rehabbing
- H. Ready for reassignment
- I. Placing companies back into service

This creates a resource delivery system that allows the IC to deploy resources according to his/her IAP and it also provides a system that allows the IC to manage accountability on the strategic level.

#### II. STAGING PROCEDURES

The IC is the resource allocator for the incident, and is responsible for managing all assigned resources work cycles on the strategic level.

Level 1 and 2 staging procedures place resources into positions where the IC can assign them based on his or her incident action plan. When the IC identifies a task that needs to be done, they choose the proper resource, confirm their availability, and then order them into action. Managing incident operations in this fashion is how we coordinate and incorporate all of the efforts of multiple units into a single, cohesive operation. If you do not have and follow SOP driven staging procedures, you can’t apply IMS to the incident scene.



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This creates a resource delivery method that allows the IC to deploy resources according to his/her IAP and provides a system that allows the IC to manage accountability on the strategic level. If companies do not stage when they get to the scene they will not be assigned according to the IC's plan.

Units that disregard Staging procedures and “auto-assign” themselves in a hazard zone do nothing but make the scene unsafe for everybody else who followed the Staging procedures. Therefore, officers or members who disregard the staging procedures will be dealt with in a corrective, progressive and lawful manner.

### A. Level 1 Staging

Effective utilization of the Level 1 Staging procedure will:

- Prevent excessive apparatus congestion at the scene.
- Allows time for Command to evaluate conditions prior to assigning companies.
- Places apparatus in uncommitted locations close to the immediate scene to facilitate a more effective assignment by Command.
- Reduces radio traffic during the critical initial stages of the incident.
- Facilitates fireground accountability
- Allows Command to formulate and implement an IAP without undue confusion and pressure.

Level 1 Staging procedures are automatically activated when the officer of the initial arriving unit clears dispatch to give their initial radio report and assumes command.

This action causes all later arriving resources to Level 1 stage in an uncommitted position one block from the scene, and announces that they are Level 1 staged in a direction related to the scene over the tactical radio channel, (“Engine 1-1 north, Ladder 1-5 south”).

For engine companies this means that they do not pass their last hydrant. Ladder companies do not pass their last access point into the incident site. All Level 1 staged units must wait for an assignment from the IC before proceeding out of their Level 1 staging location.

- First engine, ladder, and chief officer respond directly to the scene.
- Immediately goes into effect with Initial Radio Report from IC #1.
- All subsequent arriving units stage 1 block away in their direction of travel while not passing their last tactical option.

Each unit Level 1 staging will simply state their unit is level 1 staged, “E-1-4 is Level 1”

There will be occasions where a fast attacking IC has placed themselves inside the hazard zone and they are unaware of a significant critical factor that needs to be addressed.



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Company officer can make a conscious, deliberate decision to address a critical, tactical need that they see while driving their response vehicle or while Level 1 staged in these circumstances. It is important to note that these situations are rare and generally involve some type of severe life safety issue. At no time however, will a unit auto assign themselves into the hazard area without notifying the IC. That is defined as freelancing and it is absolutely prohibited.

### B. Level 2 Staging

Level 2 staging procedures are used for greater alarm assignments. Level 2 staging is defined as: a centralized staging location, adjacent to the incident scene where later arriving resources will assemble. Level 2 staging should be close enough to the incident scene to provide timely access, but is located in an area that is out of the way and not exposed to the incident's hazards.

Dispatched greater alarm units will be dispatched to a level 2 staging location on a different radio frequency from the hazard zone frequency. This frees up available airtime on the tactical radio channel. It also allows the IC to focus on the units that are assigned to the hazard zone, helping to eliminate radio distractions from later arriving resources that are not yet part of the hazard zone IAP.

When requesting a second alarm or greater, the IC will designate a Level 2 staging location and put companies responding to Level 2 on a separate radio frequency.

The dispatch center will notify additional units dispatched to the incident that Level 2 staging is in effect and the location of the Level 2 staging area.

The dispatch center will notify greater alarm Units of the tactical frequency of Level 2 staging. Units dispatched to the Level 2 staging area will report in person to the Level 2 Staging Officer and will make no radio transmissions while in Level 2 staging (face to face).

Command may designate a Level 2 staging officer who will be responsible for the activities outlined in this procedure. In the absence of such an assignment, the first fire department officer to arrive at the staging area will automatically become the Level 2 staging officer and will notify command upon their arrival to the Level 2 Staging area. The arrival notification will be made to command on the assigned Level 2 staging channel. This responsibility can be transferred to a later arriving chief, or staff officer if needed.

If the first arriving unit to the Level 2 staging location is an engine company, the engine company officer has the following options for their crew:

- i. They can assist the company officer with Level 2 staging operations until relieved.
- ii. Assigned them as manpower to another company in Level 2 staging.
- iii. The crew can be moved up to form a minimum of a 2 person company and they can be assigned into the hazard zone as a unit.
- iv. Once Level 2 staging is implemented, all communications involving staging will be between Staging and Command or Logistics.



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The Level 2 Staging Officer will perform the following duties.

- i. Notify the IC upon their arrival at the staging area on the assigned channel.
- ii. Verify the companies available at the staging location.
- iii. Inform the IC or Logistics the minimum complement of units to be maintained in the Level 2 staging area.
- iv. Contact the IC or Logistics for additional resources when the number of companies in the staging area falls below the established minimum
- v. Maintain a current list of available companies in the staging area.
- vi. Organize the apparatus so it can be easily deployed out of the staging area if necessary.
- vii. Maintain a list of companies that have been deployed to the incident site and their initial assignments from the Level 2 staging area.
- viii. Relay the assignment of units from the IC face-to-face to the staged companies.
- ix. Relay to companies the following information when they are assigned out of Level 2 staging.
  - a. Any tasks, the location and the objectives assigned to the unit.
  - b. The area where to report to, or the Sector boss to whom they are to report to.
  - c. The tactical channel on which they are to operate on.

Once dispatched, all greater alarm companies responding to a Level 2 staging location will stay off the air unless contacted by dispatch, the Level 2 staging officer, or command,. Once arriving to Level 2 staging, the company officer of the unit will report in person to the Level 2 staging officer. The crew will then standby with their unit, with the crew intact, with apparatus warning lights turned off until they are assigned to incident site duties, or released from the scene.

When assigned to on-site duties, companies leaving staging will communicate directly with command or their assigned SDG officer for further instructions (if needed).

There will be incidents where the IC will need to quickly assign response chiefs hazard zone management roles. In these circumstances, the IC will need to make a determination when calling for additional resources on whether the response chiefs on greater alarms should Level 1 or Level 2 stage.

The arrival of additional chief officers can enhance the command organization and incident management. These later arriving officers should assume or transfer Level 2 staging duties from any company officers who are filling the role. This will allow them to be available to be assigned into a hazard zone with their unit.

Because there are so few ladder companies in the response system, when they arrive in level staging first, they will assume Level 2 staging and start performing the roles of the Level 2 staging officer. Once the first engine company or outside chief has arrived to the Level 2 staging location, they will transfer Level 2 staging duties from the ladder company so they can be assigned to the incident site.



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Vehicle parking at the incident site can be very limited. Un-needed, subsequent arriving apparatus should be left out of the way in the Level 2 staging area. Many times, companies will need to manually transport all of the needed tools and equipment to the hazard zone when they are assigned out of Level 2 staging.

IC's must maintain an awareness of in transit times when these types of assignments are made. Long in transit times from a Level 2 staging area should be concluded with the company notifying the IC that they have arrived at their assigned work location.

Staff officers should also leave their vehicles in the Level 2 staging in a manner that does not block access if their vehicle is not needed at the scene.

Apparatus in the Level 2 staging area must be arranged in manner that allows for easy access in and out of the staging area. Apparatus not needed at the scene site, which is left in the Level 2 staging location, should be positioned/parked in a manner that does not congest or compromise access in or out of the Level 2 staging area.

### III. IC ASSIGNING UNITS INTO A HAZARD ZONE

Incident operations are conducted around the completion of the tactical priorities. Incident communications should mirror this simple concept. When the IC assigns companies based on a well thought out IAP, everything seems to naturally fall into place and companies will base their progress reports on the original orders the IC gave them. This keeps the operation focused on what we showed up to do – make sure everyone is out and okay, elimination of the incident problem, and reducing the harm/damage/loss to the customers property.

IC's will need to use the following structure when assigning any unit into the hazard zone:

- Tasks
- Location of those tasks
- Objectives of the tasks

One of the IC's major objectives is to control both the position/location and function of all resource assigned to the hazard zone. Being very specific about the location and the objectives of the tasks that need to be performed goes a long way in helping the IC (and the rest of the team) know where everybody is and what they are doing. Much more on assigning units in 3.15 Communications.

### IV. HAZARD ZONE ACCOUNTABILITY

Each level of the incident organization has its own accountability responsibility. No organizational level can do the accountability responsibilities for another level.

As personnel receive their apparatus assignments at the start of each shift, they will place their accountability tag on the collector ring located in the first compartment on the driver's side of the apparatus. At shift completion, personnel will remove their accountability tag from the apparatus.

If personnel respond on a mutual aid incident, the company officer shall give their collector ring to the Incident Commander upon receiving an operational assignment.



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For larger scale incidents, the collector rings may be collected from each apparatus. The collector rings will be placed on the accountability binder located in the battalion chief's vehicle.

Companies working on the task level have the greatest stake in the accountability system because they operate inside the hazard zone. No hazard zone management system can outperform unsafe behaviors on the task level.

- A. Task level responsibilities include:
  - i. Following all staging procedures
  - ii. Being properly assigned into the hazard zone
  - iii. Staying together as a company
  - iv. All members attached to a hose line
  - v. Always maintaining an adequate air supply to safely exit the hazard zone,
  - vi. Maximum depth into a structure – 175 feet – based on air supply
  - vii. No freelancing.
  
- B. The following rules will be adhered to at all times on the task level:
  - i. The minimum number of personnel assigned to a crew or a team operating in a hazard zone shall be two firefighters with a least one portable radio.
  - ii. Crews or teams always go in and come out together.
  - iii. All personnel shall be in contact with their company officer by either:
    - Voice (radio)
    - Vision (TIC),
    - Touch (hose line)
  - iv. Company officers shall give an accountability report upon exiting the hazard zone to either the IC or their assigned SDG boss.
  - v. Any member whose job assignment is to operate outside of the hazard area is NOT to enter the hazard area without the express permission of the member's company officer.
  - vi. NO member shall operate in the hazard zone alone.
  
- C. Tactical level accountability responsibilities
  - i. Whenever two (2) or more units are assigned to one geographical area, a tactical level boss must be designated for the area. Before a third unit can be assigned to the same geographic area, supervision should be upgraded with a command level, entry point sector supervisor before the 3rd unit is assigned.
  - ii. The hazard zone tactical level of the incident organization is managed by SECTOR supervisors (no groups inside the hazard zone). When the IC assigns companies to an operational area, the officer in charge of that area is responsible for managing the companies assigned to the area.
  - iii. In many cases, the initial tactical level responsibility may be assigned to the first company officer assigned to the area. As the span of control and or the risk increases, a command level officer should be used to replace the initial company officer sector supervisor.



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- iv. Here is the list of the responsibilities for a sector boss:
  1. Sector plan matches IC plan
  2. Risk management in the sector
  3. Complete Tactical Priorities in the SECTOR
  4. Positions always match conditions in the SECTOR
  5. Implement and manage the SECTOR IAP
  6. Coordinate w/ other SECTOR's when needed
  7. Assist with SECTOR Air Management
  8. Manages Work-Rest Cycles
  9. Manages On-Deck crews
  10. Manages Recycle & Rehab

### V. STRATEGIC LEVEL ACCOUNTABILITY RESPONSIBILITIES

The IC manages strategic level accountability by strict command & control; deploying resources to specific tasks locations and objectives; maintaining the whereabouts of all resources in the hazard zone; maintaining an accurate tactical worksheet, and ensuring that frequent CAN and situational awareness reports are delivered from the key tactical areas of the operation.

The key to strategic level accountability for escalated incident operations is to build an effective incident organization. It is the IC's responsibility to account for all resources until delegated to tactical level supervisors. The IC does this by assigning SECTOR responsibilities to Company Officers and/or command officers. These officers physically position themselves in their assigned area and manage their piece of the incident operation. This places strong supervision, management and leadership in forward positions where the hazards are present. Organizing in this fashion greatly enhances firefighter safety and is the most significant tool at the IC's disposal to increase his/her strategic level capability, especially for escalating incident operations.

Unit accountability must be maintained throughout the incident. The IC must be able to ascertain the accountability status, the location and the tasks being performed for each company operating in the hazard zone. This can be done by either direct contact with each individual company or by delegating these responsibilities as required to Sector Officers assigned around the incident site.

Tactical worksheets: The best way to remember something is to write it down. This is particularly true when you're managing something as dynamic and dangerous as a fire. The strategically placed IC (working out of command post) has a continual deployment-management challenge to somehow keep track of what is happening. As more responders show up, go to work, and the incident starts to "move fast and spread out," these dynamic conditions can quickly exceed the IC's mental capability to maintain a current awareness of "who's where, doing what."

A major deployment-management function involves the IC performing the on-scene "bookkeeping" activities required to keep track of all the responders assigned to the incident and their ongoing operational status. The system also must account for the work in progress, the work still to be completed, and everyone's safety. A tactical work sheet is the best, basic form that the IC typically uses to record resource details and work activities.



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### VI. PAR'S AND ROLL-CALLS

PAR: A Personnel Accountability Report (PAR) involves a roll call and confirmation that all personnel assigned to a crew, or multiple crews assigned to one (1) geographic area of the hazard zone working under the supervision of one (1) tactical boss, are accounted for and have an adequate air supply to safely exit the hazard zone.

Reports of PAR's should be conducted face-to-face within the SECTOR or company and transmitted as one entire report whenever possible.

Roll-Calls: A Roll Call is an accountability report from all company officers of an individual crew assigned to the hazard zone, or sector supervisors reporting on all personnel working in a specific geographic area of the hazard zone at one specified area in the incident.

When the IC makes a general announcement to all units on the fireground to initiate a roll call, all individuals, units, and/or sector's shall.

- A. Notify their company officer of their condition and location.
- B. Notify the supervisor of their assigned sector of their condition and location.
- C. Sector supervisors shall be responsible for the count and location of all personnel assigned under their command who are located in the hazard zone.
- D. After all companies or sectors have been accounted for, the IC shall transmit a PAR to the dispatch center for the entire incident.

The IC must drive the roll call to avoid multiple units contacting him/her first. Unless a Unit DOES NOT have a PAR, they should maintain radio silence until contacted by the IC to report their PAR.

A formal roll call should be conducted for the following circumstance:

- A. Changing from an offensive to a defensive operation

Other situations that may require a roll call include:

- A. Missing or unaccounted for members.
- B. Sudden, unexpected events in the hazard zone.
- C. A mayday (depending on the circumstances).
- D. Anytime the IC feels it is necessary.

### VII. MANAGING THE WORK/REST CYCLE

Members are totally dependent on the air that they bring with them into the hazard zone. We must base our operations around the realistic working times of our SCBA's. Company officers must maintain an awareness of their crew's air levels and the decision to exit the hazard zone must be governed by maintaining an adequate enough air reserve to deal with any sudden or unplanned events while exiting.

It is the IC's responsibility to allocate sufficient amounts of resource to key tactical areas early on in the event to prevent companies from working past safe air reserve times. This type of proactive deployment management prevents maydays from occurring.

IC's, sector officers, and company officers must all agree to realistic SCBA work times in the hazard zone. These work times must give the workers a margin of safety in case



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something goes wrong while exiting. Company officers must manage this on the task level and keep the IC or sector officer informed of their air supply and projected work times.

Company officers must base their decision to exit the hazard zone on their air supply. This decision cannot be based on being relieved, or if problems still exist in their sector.

Sector Officers assisting assigned unit's with their air management times in no way takes away or diminishes the company officer's responsibility for managing his/her crews air supply.

### VIII. **THREE DEEP DEPLOYMENT MODEL**

The IC must always provide a steady, adequate stream of resources. Three deep is the concept where an IC always has a steady stream of workers for the required tasks based on the incident's critical factors.

The three deep deployment process starts out with the initial arriving workers who have been assigned into and are working in the hazard zone – the first layer.

After these key tactical positions have been covered, subsequent arriving units are assigned to on-deck positions (described shortly) at the entry points already utilized by initial arriving unit's. This gives the IC a rapidly assignable resource and sector support in the form of on-deck companies – the second layer.

Once all of the critical tactical areas are adequately backed up with on-deck units, subsequent arriving units will either Level 1 or 2 stage. These staged units now give the IC the tactical reserve needed to replace companies or to back fill any companies addressing a sudden incident problem.

This model gives you workers “three deep”. Workers working in the hazard zone, workers ready to go to work right outside of the hazard zone and having replacement workers waiting for an assignment in staged positions.

This involves the IC first requesting/acquiring and then effectively and proactively assigning later arriving units to On-Deck positions while keeping a tactical reserve in staged positions.

### IX. **IN TRANSIT**

“In Transit” is defined as: the time it takes for a company to reach their assigned work area after receiving an order. It often varies due to:

- A. Distance between staging and the incident
- B. Size of the incident perimeter
- C. Amount of equipment the company needs to assemble
- D. The IC or Sector Officer will lose direct accountability of these companies while they're In Transit. It is the responsibility of the Company Officer to monitor the tactical radio channel while In Transit. For long in transit times (over 5 minutes or more) upon arrival to the assigned work area, the Company Officer should provide a radio announcement to the IC that the company is intact and in the assigned work area.

### X. **ON DECK**



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“On Deck” is defined as; a forward staging position located just outside the immediate hazard zone, safely distanced from the entrance of a tactical position/sector. Once a crew is assigned to an on-deck position, they are first and foremost a Rapid Intervention Crew (RIC) until they are given an assignment into the hazard zone. The on-deck deployment model greatly assist an IC with managing hazard zone units work/rest cycles and their air supplies.

On-deck crews will be supervised either by the sector officer or the company officer and they will remain on-deck until assigned by the IC or sector officer. The most likely assignments for on-deck companies are:

- A. Reinforce a position within an assigned sector
- B. Crew relief within an assigned sector
- C. Any other tactical position assigned by the IC
- D. Deploy as a RIC unit

Once the IC has deployed units to the critical sector around the incident scene, the IC must then take a proactive aggressive approach to assigning additional resources to those sectors. This is best achieved by assigning staged resources as on-deck crews to those areas as soon as they arrive in staged positions. Layering on-deck crews around the fire ground will also provide the IC with the tactical reserves to manage the standard work cycle or sudden and unexpected incident events.

Assigning on-deck crews is done simply by contacting a staged company and directing them to go on-deck in a specific sector. The order would sound like this: “Engine 1-4 from Command, go on-deck on the Charlie side of the structure, you are assigned to Charlie sector.”

A crew assigned to an on-deck position will need to park their apparatus in a manner that does not block access to the scene. Crews must be intact with full PPE, forecast the need for and collect all the necessary tools/equipment and report directly to their assigned location. Upon arrival, the on-deck company must contact the IC or their sector officer and inform them that they are in position and ready to go to work.

On-deck crews must remain intact, in a ready state and monitor the tactical channel at all times. On-deck crews must also size up the area that they are assigned to, this size up should include:

- A. Locating the structures entrance/exit points in their assigned area
- B. Interior and exterior conditions
- C. Unit ID of crews operating inside the structure
- D. Approximate location of interior crews
- E. Identify which crews are operating each hose line

When an on-deck crew is used as a relief crew, the company officer should do a face to face and transfer information with the officer exiting the structure. The information transferred should include:

- E. Interior conditions
- F. Routing instructions to the work area
- G. Interior obstructions
- H. Additional tools/resources required



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### I. Sector objectives

#### XI. COMPANY RECYCLING

Recycling is defined as: a timely and efficient means of air replacement and re-hydration of companies while maintaining their sector assignment. If conditions permit, a company's work cycle could be up to two to three air cylinders. In order to maintain a steady stream of resource in critical sector, crews being relieved and exiting their sector should recycle themselves in a timely manner.

Companies being relieved and recycled will remain in their assigned sector, refill their air supply, re-hydrate, then report back to their sector officer or the IC that they are ready to go back to work.

Company officers should forecast the length of time they will be working in an assigned sector and should bring spare air cylinders if necessary. This will enable a company to recycle close their sector in a timely manner. The Sector Officer may need to request additional resources to replace on deck crews or have recycled crews assume vacated on deck positions.

Sector officers and company officers are responsible to monitor the welfare of their personnel at all times and determine if sector recycling or a formal rehab is appropriate.

#### XII. REHAB

Companies operating within a sector will require the refilling of air and fluid replacement in predictable time frames. At working incidents, command should establish at least one rehab location.

Units assigned to rehab must do a face to face with the rehab officer when arriving to rehab and deliver the company's accountability tags.

Most of the time, crews that are assigned to rehab will be placed back in service after rehabbing. If this is the case, the rehab officer will confirm with the command post that company is being placed back into service and will return the company's accountability tags when they are leaving the rehab area.

When a company will be re-assigned back to an active sector, the rehab officer will take on the role similar to a Level 2 staging officer, returning the unit's accountability tags, and giving them the following information:

- A. Any tasks, the location and objectives assigned to the unit
- B. The area where to report to, or the sector boss to whom they are to report to
- C. The tactical channel on which they are to operate on