



ANN ARBOR FIRE DEPARTMENT

Standard Operating Procedures – 3.17 REVIEW, EVALUATE, REVISE



COMMAND FUNCTION #7 – REVIEW, EVALUATE, REVISE

Effective: June 22, 2018
Scheduled Review: June 22, 2021
Replaces: 803 Incident Management and Command Procedures
Approved: Fire Chief Mike Kennedy

I. COMMAND FUNCTION #7 – REVIEW, EVALUATE, REVISE

We continuously perform size-up, evaluation and revision is so our workers can operate safely, complete the tactical priorities, and go home unharmed after the event.

A standard front end ensures our incident operations remain under control from the beginning of the event and assures those operations occur within a structured plan. When the IC performs the standard command functions from the very beginning of the incident, it provides a basis for any revisions required to match the Strategy and IAP to the current incident conditions.

The ongoing evaluation of the incident’s critical factors is the basis for managing the current Strategy and IAP and keeping it current (positions always match conditions).

II. CARRY OUT ALL COMMAND FUNCTIONS IN A STANDARD ORDER

The initial IC (IC#1) performs the first five functions of command during the first minute(s) of incident operations. The functions are arranged in the natural order the IC performs them. This provides a standard system for managing the emergency scene.

The command system is designed to achieve the tactical priorities in a regular fashion. The IC uses the system to:

- Control the incident (assume command)
- Determine the appropriate strategy and IAP
- Manage incident communications
- Request and assign resources
- Decentralize the management process by assigning S/D officers
- Review and evaluate operations and make the required changes
- Transfer command to a later-arriving Command Officer
- Complete the Tactical Priorities
- Support the IC when necessary
- Terminate command when the event is complete.

III. STRATEGIC DECISION-MAKING MODEL

The strategic decision-making model gives the entire organization an evaluation/action system that takes the mystery out of initial and ongoing emergency operations. Everyone working at the incident scene must be constantly evaluating incident conditions while matching our position and actions on the current incident conditions. By continually evaluating these factors, we keep the plan current and the workers safe.

IV. IMPLEMENT COMMAND ELEMENTS

When we implement the regular command-system elements from the beginning, they provide the framework for midpoint review and revision:



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- SOPs
- Size-up/risk-management plan
- Standard strategy/action planning
- Strong, standard command positioning
- Strong communications
- Strong S/D's

The review process is nothing more than a continuation of the system we used to commence operations. If the IC did not perform the first five functions of command during the initial stages of operations, it is almost impossible to make necessary changes and adjustments as the incident progresses.

The communications flow chart should overlay and reflect the organization the IC has implemented. The IC gives orders and makes assignments to establish the overall organization and to implement an effective IAP. After the organization is in place, the IC should shift from primarily ordering units into position, to requesting, listening and reacting to critical working area(s) CAN reports.

The response and arrival of additional command officers strengthens the overall Command organization. As the incident escalates, the IC should use the subsequent arriving Command Officers to fill S/D Officer or Command support positions. Filling these different command/tactical roles:

- Improves safety
- Decreases the span of control
- Improves communication
- Improves accountability
- Improves management of the S/Ds created

V. RECEIVE & EVALUATE CAN REPORTS USING THE ORDER MODEL

The visual information is limited to the IC's physical command position. If the IC is operating in the fast-attack mode (a company officer), their view is limited to their current work area. If the IC is operating in the command position, they should have a pretty good overall view of the two most critical sides of the incident scene.

The goal of the system is to place an IC in the Command position as quickly as possible. The IC can then monitor the overall operational effect on the incident problem.

The IC receives IAP information from operating S/Ds. This information should include a description of the critical factors, the tactical priorities completed, and should start to reveal any critical unknowns on the emergency scene. The IC can see overall conditions from the command post and can determine whether conditions are getting better or worse.

Use Strategy & Action-Plan Review as the Revision Checklist

- Firefighter safety
- Does the current strategy match the current conditions
- 1, 2, 3 priority progress reporting
- Location of attack



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- Size of attack
- Effect of the attack
- All affected areas searched
- Timing and support
- Adequate back up
- Adequate resources
- Have a Plan B?
- Correct actions to the current conditions (Fire Control, All Clears, Loss Stopped)

IAP No. 1 is the IRR; it states that someone has arrived on scene, it describes the incident problem, it explains the incident strategy, describes the action taken, the resource needed to control the problem, and it identifies the IC in charge of the incident scene.

The minute or so that IC#1 spends making a good initial and follow up report, wraps together the first five functions of command and serves as the foundation for the first Strategy and IAP. In many cases, this initial IAP and the effective assignment of two to three other units into the incident scene solves the incident problem.

The typical Offensive Strategy and IAP looks like this:

- We put out the fire
- We search the occupancy
- We revise the IAP from one that targets search, rescue and fire control to one that focuses on checking for fire extension, removing smoke, controlling the loss.

After achieving these operational targets, we shift the IAP again, focusing on recycling/rehabbing personnel, fire investigation, securing the property, turning it back to the RP, and making sure the customer has the necessary after-fire support.

VI. QUICKLY MAKE STRATEGY TRANSITIONS AND IAP REVISIONS

Once an attack is in place, all fire conditions behave in one of two ways:

- A. They are getting better or
- B. They are getting worse

After assigned resources have had a chance to assume their key tactical positions and begin operations, the IC must quickly determine their effectiveness on controlling the incident problems.

- In general, a well-executed, offensive fire attack will quickly control the fire.
- If the fire continues to grow despite control efforts, it is a sure sign the current plan is not working.
- The IC must quickly determine whether they can solve the problem by:
 - Reinforcing current positions or
 - Establishing key attack position/s that aren't yet covered
- If the fire is too big to control with handlines from interior positions, a strategic change from offensive to defensive is required.
- This decision must take into account how long it will take to get required resources into position, as well as how long it will take to evacuate and account for interior crews if conditions continue to worsen.