Review, Evaluation, Revision
Seventh Function of Command – 1st Edition 2009

Las Vegas Fire & Rescue
Incident Command Training

Command Function #7
The steps required to keep the strategy and action plan current are to review, evaluate, and revise as necessary.

Objectives
- Demonstrate the application of the Incident Action Plan and the goals of strategic requirements as they address safety issues.
- Identify some of the questions that should be considered for an IC to have effective command of an operation.
- Describe the process for Incident Action Plan review and revision.
- Describe some of the ongoing considerations in dealing with command safety.

Competencies

**NFPA 1500:**

6-1.5 Review, evaluate, and revise the Incident Action Plan as required.

6-5.5 The Incident Commander shall consider the circumstances of each incident and initiate rest and rehabilitation in accordance with the SOG and NFPA 1561.

**NFPA 1561:**

4-2.1.1 A resource inventory should be maintained and kept current.

4-2.5 A method should be established for resource coordination and integration among responding agencies, departments, and individuals.
FUNCTIONS OF COMMAND

Function 7
Review/Revision

Major Goal

The steps required to keep the strategy and action plan current are to review, evaluate, and revise as necessary.

IC Checklist:

☐ Command system elements established in the beginning provide the framework for midpoint review and revision
☐ Carry out Command Functions in an organized manner
☐ Receive, confirm, and evaluate conditions (progress reports)
☐ Use standard strategy/action plan review items as the checklist for revision
☐ Make transitions based upon changing and forecasted conditions
☐ Assumption of Command by BC

IC CHECKLIST:

☐ Regular command system elements established in the beginning provide the framework for midpoint review and revision:
  • strong standard command
  • divisions/groups
  • SOGs
  • Risk Management Plan
  • strong communications
  • standard strategy/action planning

The officer of the first arriving company establishes command, sizes up the problem, takes control of the communications process, determines the proper strategy and resource requirements, and develops an Incident Action Plan. The IC must perform the Command Functions from the beginning of the incident.

The ongoing review process is a continuation of the same system that we used to get the operation up and running. If the IC did not complete the first six Functions of Command during the initial stages of incident operations, it becomes difficult to make necessary changes later in the incident.
IC CHECKLIST:

☐ **Carry out Command Functions in an organized manner**

1. Establish, Confirm, and Position Command
2. Situation Evaluation
3. Communications
4. Deployment
5. Strategy/Incident Action Planning
6. Organization
7. Review/Revision
8. Transfer/Continuation/Termination.

The first six functions of command are addressed in the Brief Initial Report and as the IC assigns operational responsibilities to the initial companies.

This provides a standard system that we use to manage every incident. The ongoing use of this standard system builds familiarity among all incident personnel. This causes our incident operations to become more effective and safer.

If the IC performs the standard Command Functions in the beginning of the incident, he is in a position to expand, reposition, or to change the overall strategy. The change in strategy will be made after evaluating the effect of the initial Incident Action Plan. This information will come to the IC in the form of visual factors and progress/reconnaissance reports from the various divisions/groups.

IC CHECKLIST:  

☐ **Receive, confirm, and evaluate conditions (progress reports)**

**Evaluation is affected to a great extent by the evaluator’s physical location:**

- A fast attacking IC will have a good idea of what the conditions are on the inside of the burning structure.
- An IC, who is outside operating in the Command Mode, should have a good overall view of the entire incident site and a better view of the effectiveness of the attack.
- Division/group officers should be in positions that give them a good view of activities and conditions in their area.

These different views are reported back to the IC in the form of Progress, Completion, and Exception reports. Together, these reports serve as the foundation for ongoing incident evaluation. This basis of evaluation requires reports from all sides of the fire.
The IC will first focus upon the most critical areas. As time and resources allow, these views should be expanded to include all sides. For structure fires, these areas are the seven tactical sides: top, bottom, four sides, and the inside. The IC should also consider the hidden spaces, attics, false ceilings, basements, sub-floors, and mezzanines that are connected to the seven sides.

The IC must insist upon and receive Progress and Completion reports. If the IC is not receiving these reports, he must request them. It is the IC’s responsibility to obtain information and reports from his divisions/groups.

These reports will give the IC the information on conditions, the location of the fire, and the direction where it is headed. The IC should base his Incident Action Plan evaluation upon current and forecasted information. Once the IC has reviewed this information, he can revise the Incident Action Plan as needed.

Simulation Questions
1. What information does the IC want the progress report to contain?
2. List a probable progress report from an adjoining occupancy (exposure).
3. List a probable progress report from the fire occupancy.
4. How do progress reports affect the strategy, Incident Action Plan, and firefighter safety?

IC CHECKLIST:

☐ Use standard strategy/action plan review items as the checklist for revision

After the attack is in place, the IC must engage the standard review questions to evaluate ongoing effectiveness. Every component of the attack should be monitored and evaluated throughout the event.

- firefighter safety
- does strategy match conditions
- reevaluate Risk Management Plan
- correct action
- timing and amount of support
- adequate back-up
- adequate resources

Firefighter safety- Has the IC provided for the safety and welfare of the firefighters?
The number one review item is the safety of the crews. Firefighters routinely operate in dangerous positions and must be accounted for at all times.
**Fire stage/strategy** - Does the overall offensive/defensive strategy match the current conditions?
As the incident progresses, the IC must periodically evaluate and confirm that the proper strategy is being employed. The IC must apply the standard Risk Management Plan as the incident priorities are completed and benchmarks are reported. This process is important during review and evaluation.

**Reevaluate Risk Management** - Is the operation moving along the basic order of life safety, incident stabilization, and property conservation? Does the risk level match the current priority?
Rescue—Incident activities should first consider life safety. In offensive fire situations, the IC must put an interior attack in place to get a Primary All Clear. If rescue becomes an operational challenge, such as big groups or large areas, the IC should decide upon how to address rescue activities. Tactical revision must begin with what is required to obtain a Primary All Clear.

The IC must reevaluate the risk level to interior crews, who are involved in fire control operations in an area where a Primary Search has been completed. Our standard Risk Management Plan indicates that we only risk a lot to protect savable lives.

Fire Control—The IC must evaluate the Critical Fireground Factors in order to mitigate the incident. The IC’s prioritization of the Critical Factors, in accordance with the incident priorities, sets the stage for assignments given to resources to carry out the Incident Action Plan. The IC continually evaluates the Critical Incident Factors and revises his Incident Action Plan accordingly.

**Correct action** - Is the current Incident Action Plan effective?
Standard actions matched to standard conditions are designed to produce standard outcomes. When such action does not have a standard effect on conditions, this is a “red flag.” The Division/Group Supervisor must adjust the actions being taken within their division, based upon changing conditions, and report back to the IC.

When divisions/groups are making progress, the IC should maintain that activity. The IC should reinforce the efforts of that position as needed. If the current positions are losing their effectiveness, the IC must re-evaluate and revise the Incident Action Plan as necessary.

**Timing and amount of support** - Is the fire attack receiving adequate and well-timed support (ventilation, forcible entry, access provision)?
The IC will base the initial attack upon Critical Factor information that is available. As the incident progresses, the IC will get reports back from operating companies. The initial critical information obtained will detail the obstacles and barriers that separate the fire attack crews from the fire.
These barriers come in the form of structural features and from fire conditions. Truck companies remove these physical obstacles by providing ventilation, forcible entry, and access. Where truck companies are not available, the IC must assign those duties to another unit. These obstacles must be removed for interior crews to be effective.

The IC should receive feedback from the interior positions, so he can increase the support effort required to get fire streams into effective positions.

Adequate back up- Are resources in place to reinforce the current operation and is RIT in place?  
Once the initial attack has been put in place, the IC should evaluate what additional reinforcement his divisions/groups will need. The IC should provide resources that can be quickly assigned to tactical needs as the incident progresses.

Every tactical position should be evaluated in terms of additional personnel needed for that position. Back-up units provide the necessary reinforcement and support of critical positions. When all the division/groups are in position, the IC should check his tactical worksheet and confirm that he has resources available in staging.

Ready reserves can be used to:

- Reinforce current positions
- Provide relief for firefighters in critical positions
- Cover new positions
- RIT

While the IC should keep a sufficient ready reserve, there is no need to hold excessive resources at the scene that could go back into service.

Adequate resources- Has the IC called for enough resources to overcome tactical problems? 
A critical command function is evaluating conditions and deciding if the companies assigned to the initial response can adequately stabilize the problem. This is a crucial factor during the evaluation/revision process. If the IC forecasts that additional resources could be needed, he should request a second alarm.

The staging procedures provide a simple system to assist everyone with initial deployment. Staging protocols require responding companies to stop in a standard, uncommitted position until they receive instructions from the IC. “Uncommitted” means that the crew is intact, they have not passed their last water supply, and they can access any side of the incident. This gives Command the ability to control communications, track all units, and deploy those resources where needed.
Examples of conditions that typically require additional resources:

- The actual, or potential, life hazard exceeds the resource capability of the initial assignment.
- All companies are committed, and the situation is not under control.
- Firefighters are depleted or exhausted.
- The commitment of operating companies is not effective, and a major redeployment is necessary.
- The situation becomes so widespread and/or complex that the IC is overwhelmed. This requires calling for a larger command organization and division/branch support.

IC CHECKLIST:

☐ Make transitions based upon changing and forecasted conditions

- feedback from divisions/companies
- quick evaluation
- move the crews
- regroup--go to plan B

After the resources are in key tactical positions, the IC must quickly determine the effectiveness of their actions. A well executed offensive fire attack will generally control the fire.

If the fire continues to grow despite the offensive control efforts, it is a sure sign that the current plan is not working. The IC must determine if the problem can be solved by reinforcing current positions, if a key attack position has not been addressed, or if the fire is too big to control from interior positions with hand lines. This decision must factor in on how long it will take to get resources to the needed positions and how long it will take to withdraw interior crews if conditions continue to worsen.

If the IC determines that it is no longer safe for fully protected firefighters to operate in the offensive strategy, there is probably nothing left to save. When there is nothing left to save, the Risk Management Plan tells us we will not take the risk.
IC CHECKLIST:

☑ Assumption of command by BC

The natural escalation of the system is dependent upon the first arriving member, usually an officer of an engine company, fulfilling the first six Functions of Command. This sets the stage for the initial arriving BC to assume command and continue to reinforce the initial crews.

When the BC assumes command, units are already operating at the incident scene. If there is some type of command problem, such as no Incident Action Plan, confusion, or free lancing, the IC must regain control of the incident before it can effectively and safely move forward. The IC evaluates conditions, considers Critical Factors, and develops or revises the Incident Action Plan.