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| Polk County TEAMS | <b>#300<br/>Incident<br/>Management<br/>System (IMS)</b> | Enactment Date: 5/10/2004<br>Effective Date: 5/10/2004<br>Revised: 2/14/2006 |
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## **Section 1: Purpose**

The Incident Management System (IMS) is a tool designed to provide the emergency-scene commander with a system of personnel control, placement and accountability and provides for structured, consistent procedures that are easily communicated. The IMS provides a practical field-operation plan and insures the safety of personnel working at an incident. This procedure has been reviewed against and found to be consistent with the National Incident Management System

This policy’s objective is to insure that all TEAMS departments use consistent terminology, procedures and structure when operating at all TEAMS Alarms (2nd Alarm or greater incident).

## **Section 2: Command Procedures**

### **Command Responsibilities**

The Incident Commander has primary responsibility for completing various tactical priorities. These include the following:

- Remove endangered occupants and treat the injured (rescue).
- Stabilize the incident and provide for life safety.
- Conserve property (protect exposures).
- Provide for the safety, accountability, and welfare of on-scene personnel. This is an on-going priority throughout the incident.

### **Command actions**

Different from responsibilities, actions support the IC’s responsibilities. These actions include:

- Assume and announce command.
- Complete a rapid scene size-up.
- Initiate effective communications between command and other sectors.
- Develop and implement a strategy as an action plan; assign companies and personnel consistent with, and in support of, the plan.
- Establish tactical objectives.
- Initiate tactical accountability using the tactical accountability system board.

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- Continuously review, evaluate, revise and redirect the incident action plan.
- Provide for IC continuity, transfer, and termination.

**Establishing Command and Initial Size-up**

The first unit arriving on the scene has responsibility for initiating incident command and conducting an initial size-up. The initial commander may remain in control or transfer command as conditions dictate. When only a single unit responds, the unit is implied as having established command by announcing its arrival on-scene. For larger multiple-company responses, the officer in charge must clearly identify and announce an assumption of incident command and develop an appropriate command structure.

The first unit arriving on the scene, by radio, should provide an incident size-up. A building size-up should include:

- The building address (to confirm correct address).
- Height and approximate dimensions.
- The type of construction. The IC should take a quick walk-around of smaller and/or less familiar structures to observe structure details. This may be done in a “mobile command” operation or prior to assuming command from the current IC.
- A brief incident description (hazmat, structure fire, activated alarm, evacuation in progress, alarm company out front, someone flagging them down, and so forth).
- Any visible signs and location of fire or smoke.
- Geographic divisions that have been observed.
- Command identification and actions being taken: e.g., “4900 is establishing command; command is mobile and investigating”; this should include the strategy being implemented (offensive, defensive, marginal - for structure fires).
- Command Designation. A command designator should be provided, which allows the dispatch center to differentiate between multiple working incidents. In example, “Hickman Road Command” or “Ankeny Airport Command.”
- Additional resources required.

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## Operational Modes

### Nothing Showing - Investigation Mode

If command deploys in the “Nothing Showing” mode, the remaining incoming units may be ordered to remain in Level 1 staging. In this mode, command is often mobile and communicating using a portable radio.

### Fast Attack Mode

This mode is used when the company officer must assist in stabilizing the situation or become involved in other immediate action. In this mode, the officer remains in mobile command or may choose to transfer command to a qualified member outside the building and away from the hot zone. Situations in which the fast attack mode may be employed include:

- Offensive fire attacks in marginal situations.
- Life safety rescue situations that must be accomplished quickly.
- Obvious working incidents that require further quick size-up.

When the fast attack mode is used, the IC will be directly involved in the actual tasks and may be unable to provide effective command. This mode should last only a few minutes and should be terminated when:

- The incident is under control and there are sufficient resources to allow the IC to return to command;
- The incident is not immediately stabilized or under control and the IC must retreat to request and direct additional resources.
- Command is transferred to another member.

### Incident Command Mode

Where the occupancy is large or complex, it is imperative that a good, well-organized incident command is established. In these cases, the first arriving company officer should establish an outside command post and maintain command until properly relieved.

## Command Transfer

Command transfer generally follows the individual department’s SOP’s. The general procedure is:

- The first arriving officer assumes command;
- The next higher-ranking officer will obtain a quick briefing before assuming command. After a change in command, the change will be clearly communicated to all working crews on all active radio frequencies.

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- Other arriving officers may assume command or other roles (sectors).

### Command Termination

At the conclusion of all TEAMS incidents, the Incident Commander should formally terminate the incident and give a final disposition of the outcome and final actions taken.

### Section 3: TEAMS Alarm Terminology

- Automatic Aid** Automatic-aid responses are non-TEAMS agreements between two or more departments to respond on an initial call. While auto-aid may utilize mutual-aid resources, it is not mutual-aid.
- Mutual-Aid** By the POLK COUNTY TEAMS agreement, mutual aid includes providing emergency resources to departments that have exceeded their emergency response capabilities. Under the TEAMS agreement, departments’ are obligated to have sufficient resources to meet their basic response needs. Mutual-aid is not intended to supplant a community or department’s own resources.
- Assignment** The initial response to any incident. The number and type of responding equipment is at the jurisdictional department’s discretion. The Assignment typically includes the department’s own equipment plus a limited number of auto-aid companies.
- TEAMS Alarm** This is the first TEAMS alarm level for requesting mutual-aid and activating the system. In most cases, this would be requested after the resources assigned to the Assignment response have been depleted and additional resources are needed. Levels above the initial 2nd Alarm are the 3<sup>rd</sup> Alarm, 4<sup>th</sup> Alarm and 5<sup>th</sup> Alarm.
- Special Alarms** Special alarms may include an additional 2nd Alarm request above the 5<sup>th</sup> Alarm level, or a request for special or additional type’s of equipment. For example, an IC may “special in” additional truck (ladder) companies for a high-rise fire.
- MAYDAY** The term MAYDAY is reserved and used to indicate an emergency exists involving incident emergency personnel.

### Section 4: Requesting TEAMS Alarms

The IC may request a TEAMS Alarm at any time in an incident. Requesting an alarm is not confined to chief officers and any alarm level may be requested. A TEAMS Alarm may be requested on an initial response if, in the opinion of the responding IC, the conditions indicate a high probability that additional resources may be needed.

The IC requests a TEAMS Alarm by contacting POLK COUNTY Dispatch, stating the location and nature of the alarm, the command post location, staging area, and the appropriate response card. A typical radio transmission for this is; *Polk County, on orders of 4300 (or command designation), we are requesting a*

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*2nd Alarm, response card number 43-4 at 105 East Main street for the residential structure fire. Staging area will be located at 1st and Elm.”*

For WESTCOM departments, mutual aid resources for TEAMS alarms from departments not dispatched by WESTCOM, will be requested via telephone to the appropriate PSAP (Polk, Dallas, Warren or Jasper Counties).

After the initial request and once units have switched to the designated Operational Channel (Fire East, Fire Central or Fire West), the IC may request subsequent alarms directly from either Polk County or WESTCOM by relaying the following information:

- Command designation requesting the alarm.
- Alarm level requested.
- The incident location (street address and name).
- Location of IC Command Post.
- Staging location.

The IC may skip an alarm level above the next level in succession (e.g., if the current level is a 2<sup>nd</sup> Alarm, the IC may request a 4<sup>th</sup> or 5<sup>th</sup>) and the equipment will be dispatched up to the level requested. IC’s are strongly discouraged from “building a box” - that is, they should not request equipment piecemeal, but use the actual pre-determined response cards. Bypassing the established response card process may result in confusion and create difficulties for the TEAMS dispatcher.

Departments dispatched to a mutual aid requests must notify TEAMS dispatch on the designated Operational Channel when their company goes in service and when they arrive on the scene. Any department unable to provide the requested response on a TEAMS alarm should notify Polk County Communications Center (or WESTCOM) using the main Polk County Fire channel (or via telephone). Please refer to Procedure 201, Mutual Aid Radio Procedures.

## **Section 5: IMS Terminology**

**Incident Management Team:** The IC Team consists of the Incident Commander and the Section Officers. The Team is limited by span-of-control and may change in composition as the incident progresses.

**Incident Commander (IC):** The stricken community’s incident commanding officer. This individual is responsible for overall scene command and control.

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- Mutual Aid Chief:** A mutual aid chief is an advisor or assistant to the IC. This position involves assisting the IC with setting up the basic Incident Management System or covering an important operational sector.
- Plans Section (PS):** This position reports to and is directed by the IC; oversees and reviews the action plan and supports the IC.
- Public Information (PIO):** The PIO formulates and releases information to the media on behalf of the IC, briefs the IC on media needs and prepares for and coordinates press conferences. The PIO is part of the command staff and reports to the IC.
- Liaison Section (LS):** The LS coordinates activities between the IC and any outside agencies or with persons not part of the IC Team. The LS reports to the IC.
- Water Supply Sector (WS):** The WS officer (sector) analyzes the available water supply and the availability of additional supply against the current and potential incident needs. Water Supply is a Sector under the direction of Operations.
- Communications Sector (CS):** The CS monitors and assists with the radio and other communications between the IC and Operations. The CS may also handle radio traffic between the scene and TEAMS dispatch (e.g., requesting additional alarms).
- Incident Safety Officer (ISO):** The ISO is a member of the command staff and is responsible for physically monitoring incident scene safety. The ISO shall be a line officer rank or higher.
- Rapid Intervention Team (RIT):** RIT is a dedicated rescue team prepared to enter the structure or hot zone and perform firefighter rescue actions.
- Operations (OC):** Operations is a section in the command structure and reports to the Incident Commander. This is an assigned forward commander who is responsible for directing tactical operations. Typically overseeing fire suppression operations, the OC directs assignments and tactical actions based upon the IC's strategy. In large-scale complex incidents, there may be multiple OC's assigned to functional strategic objectives, such as fire suppression operations, search and rescue operations, EMS operations, and so forth.

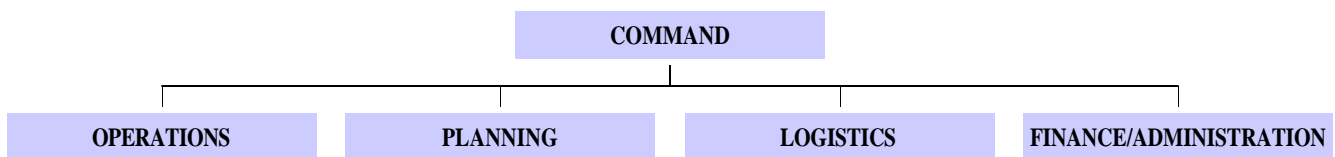
## **Section 6: Functional Structure**

The ICS organization has five major functional areas: command, operations, planning, logistics, and finance and administration. The ICS organizational structure is modular, extending to incorporate all elements necessary for the type and size of a given incident. The organization's staff builds from the top down; responsibility and performance begin with the incident command element and the IC. When the need arises,

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four separate sections can be used to organize the staff. Each of these may have several units, or branches, depending on the management needs of the incident. If one individual can simultaneously manage all major functional areas, no further organization is required. If one or more of the functions requires independent management, an individual is assigned to be responsible for that function.

The responding IC's initial management assignments will normally be one or more section chiefs to manage the major ICS functional areas (operations, planning, logistics, and finance and administration). The section chiefs will further delegate management authority for their areas as required. If a section chief sees the need, he or she may establish branches or units (depending on the section). Similarly, each functional unit leader will further assign individual tasks within the unit as needed.



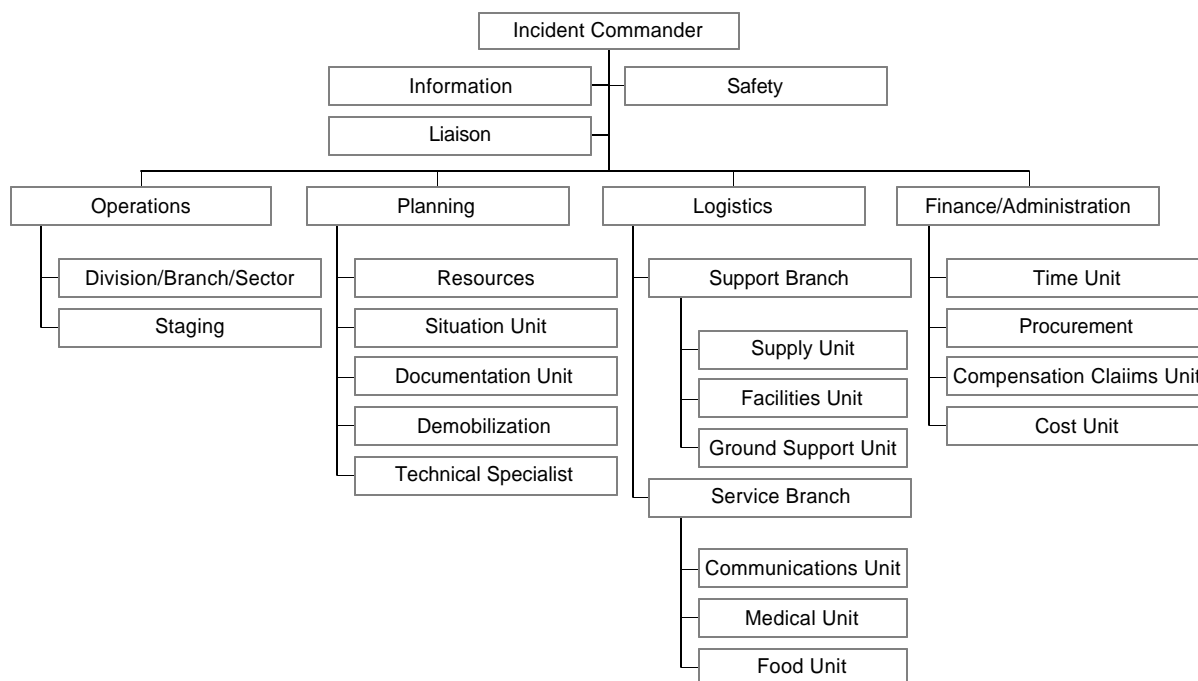
| <b>ICS Organization</b>              |                                   |
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| <u><i>Organizational Element</i></u> | <u><i>Leadership Position</i></u> |
| Incident Command                     | Incident Commander (IC)           |
| Command Staff                        | Command Staff Officers            |
| Section                              | Section Chief                     |
| Branch                               | Branch Director                   |
| Divisions/Groups <sup>1</sup>        | Supervisors                       |
| Unit <sup>2</sup>                    | Unit Leader                       |

<sup>1</sup> The hierarchy term of *supervisor* is only used in the operations section.

<sup>2</sup> Unit leaders are subunits of planning, logistics, and finance and administration.

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### Fully Developed Incident Command Structure

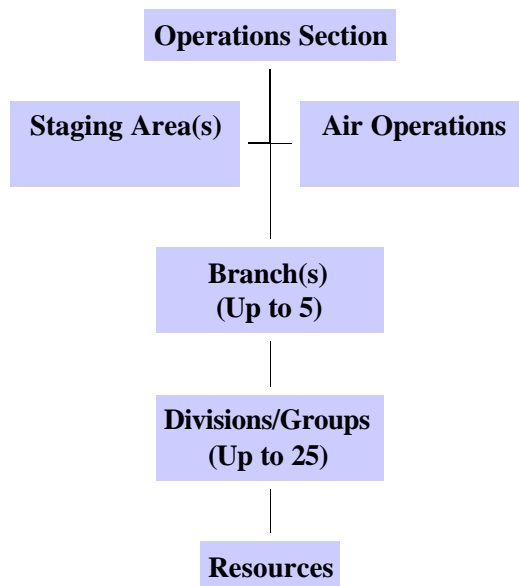


### Operations

The operations section is responsible for managing tactical operations. Tactical operations at the incident include all activities directed toward reducing the immediate hazard, establishing situation control, and restoring normal operations. Incidents can include wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, terrorism, tornadoes, tsunamis, war-caused disasters, etc.

Because of its functional unit management structure, the ICS is applicable to small incidents as well as to normal operations. The types of agencies that could be included in the operations section include fire, law enforcement, health, public works, emergency services, etc., all working altogether or in combinations, depending on the situation. Many incidents may involve private individuals, companies, or organizations, some of which may be fully trained and qualified to participate as partners in the section.

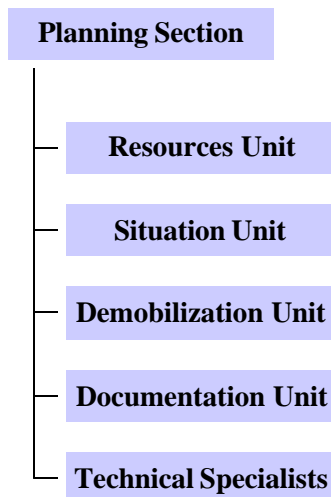
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## Planning

The planning section is responsible for collecting, evaluating, and disseminating tactical information about the incident. This section maintains information and intelligence on the current and forecasted situation and on the status of resources assigned to the incident. The planning section prepares and documents IAPs and incident maps and gathers and disseminates non-sensitive intelligence information that is critical in the incident. The planning sections has four primary units and may include a number of technical specialists to assist in evaluating the situation and in forecasting requirements for additional personnel and equipment.

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Every incident should have an Incident Action Plan (IAP), which should include the incident objectives and all tactical objectives and support activities required for one operational period. The IAP need not be written out, but a written IAP may be helpful under any of the following circumstances:

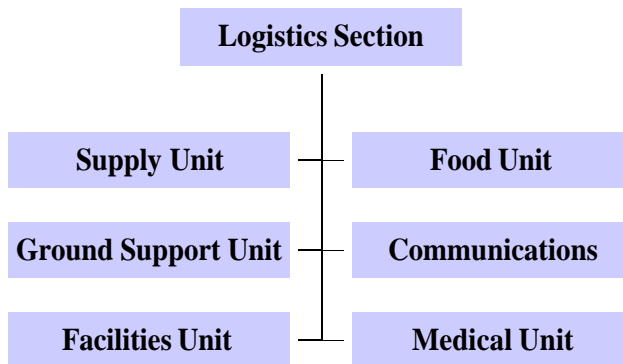
- (1) Multiple agency resources are being used.
- (2) Several jurisdictions are involved.
- (3) Changes in shifts of personnel and/or equipment are required.

IAPs are based on the incident objectives and strategies that the IC has established. In the case of Unified Command, the incident objectives should adequately address the mission and policy needs of each jurisdictional agency.

### **Logistics**

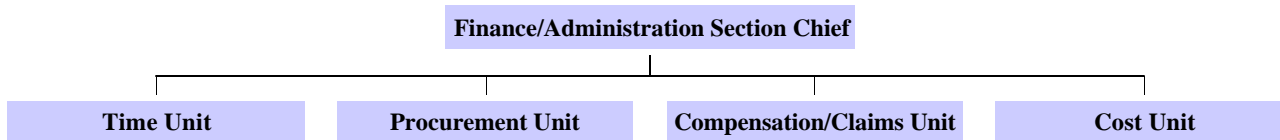
The logistics section meets all support needs for the incident (except aircraft), including ordering resources from off-incident locations. It also provides facilities, transportation, supplies, equipment maintenance and fueling, food service, communications, and medical services.

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### Finance/Administration

When there is a specific need for financial and administrative services for an incident, a finance and administration section is set up. Under the ICS, not all agencies will require such assistance. In some cases, only one specific function is required (e.g., cost analysis), which a technical specialist in the planning section could provide. Figure 5-2 illustrates the basic finance and administration section organizational structure. If such a section is established for an incident, the following units may also be needed:



The finance and administration section chief will determine, given current and future requirements, the need for establishing specific units. In some of the functional areas (e.g., procurement), an actual unit need not be established if it would consist of only one person. In such a case, a procurement technical specialist would be assigned instead. Because of these finance functions are specialized, section chief should come from the agency that has the requirement for this section.

## Section 7: Sections, Divisions and Groups

### Command Sections

The Incident Commander is a required position at all emergency incidents. Command Sections are assignments directly under the Incident Commander and are generally filled by chief-level officers.

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Command Sections are usually - not necessarily - located in the command vehicle or command post and in direct face-to-face contact with the IC. However, the Operations Section Officer is normally located where he can provide personal observation and contact with emergency scene activities. Other Command Sectors available to the Incident Commander include Box Chief, Operations, Communications, Accountability and Safety.

### Command Groups

Command Groups report to their assigned Section Officers. Groups are immediately below command structure “Sections” and have command authority in their operation area. Groups include:

- Staging :** Controls scene access, response and equipment resources.
- Medical:** Provides and directs on-scene firefighters’ medical support.
- Water Supply:** Insures an adequate water supply is available for current needs; plans for additional supplies should it become necessary; and, insures supply continuity (especially in tanker operations).
- Rehab:** Directs firefighter rehabilitation, rest and medical checks.
- Staging :** Unless otherwise designated, the first officer to arrive in the staging area becomes the initial staging officer. The Staging Officer (SO) is responsible for parking, assessing the number and types of available staged resources, and equipment deployment upon the IC’s request. The SO will keep Command aware of staged resources; if the Box Chief position is activated, SO will report to the Box Chief. Staged equipment must be efficiently positioned to allow for maximum maneuverability. The SO and staged companies will communicate on the assigned Command/Response frequency. Staged companies will report their company number and the number of assigned personnel to the SO. The SO should assess staging area safety and security and request police support if required.

### Operational Groups

Operational groups are identified by their scene function. These groups usually are not fixed and move as necessary in their operations. The following are typical operational groups:

- Interior:** Directs and controls interior operations, including fire suppression, search, and salvage.
- Roof:** Directs and controls roof ventilation or other roof operations.
- Ventilation:** A company assigned to horizontal, roof, or mechanical structural ventilation.
- R.I.T:** Directs and controls the Rapid Intervention Team.

### Exterior Divisions

Outside of the building there are typically four sectors. These are designated physically or geographically:

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Physically

- Division A Front (address side) of the building
- Division B Left side of the building
- Division C Rear of building
- Division D Right side of building

Geographically

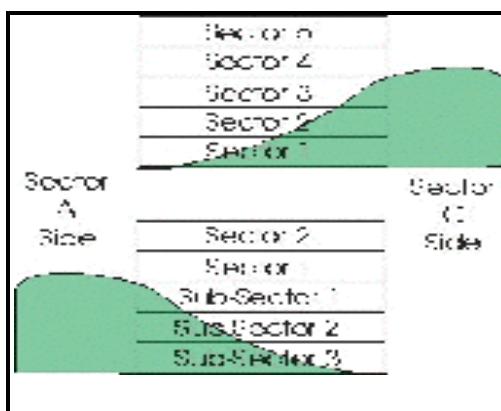
- Division A Operational front      Division B Left side of the operation
- Division C Rear of operation      Division D Right side of operation

**Interior**

As identified by Division A, interior sectors are assigned by floors. Some buildings may have a basement that has a rear ground-level entry—this type of basement would still be referred to as sub-sector 1.

Division 1- first floor; Division 2- second floor; Division 3-third floor

Sub-Division 1- First basement; Sub-Division 2 -Second basement



The illustration above shows in those situations where the ground slopes up or down from Division A (street - address side), the floor identification is based on the floor level at the Division A side. In the illustration, the building is the same; yet, in the top illustration all floors are considered above-grade sectors (Division or 1, Division 2, etc.), while in the lower drawing, there are three Sub-Divisions.