

WINTER HAVEN POLICE DEPARTMENT

GENERAL ORDER 46.7

INCIDENT COMMAND SYSTEM

ACCREDITATION STANDARDS: CALEA – 46.1.1, 46.1.2, 46.1.3, 46.1.4, 46.1.5, 46.1.6, 46.1.7, 46.1.8, 46.1.9, 46.1.11;

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POLICY

It shall be the policy of the Winter Haven Police Department to execute the Incident Command System (ICS) during Department responses to all critical incidents/unusual incidents/Weapons of Mass Destruction (WMD) within the geographical boundaries of the City of Winter Haven.

PURPOSE

The purpose of this General Order is to establish guidelines for ICS that shall be executed by all Department members when conducting on-site operations in response to all critical incidents/unusual incidents. The ICS, utilizing a standardized operational structure and common terminology, provides a useful and flexible management system which is particularly adaptable to any critical incident response involving multi-jurisdictional or multi-disciplinary responses. This ICS shall be used in conjunction with

the National Incident Management System (NIMS) as part of the National Response Plan (NRP). (CALEA 46.1.2)

SCOPE

This General Order shall apply to all members.

DISCUSSION

The ICS is a model for command, control, and coordination of a response to a critical incident. It provides a means to coordinate the efforts of individual agencies and departments as they work toward the common goal of stabilizing the incident and protecting life, property and the environment.

PROCEDURE

I. Incident Command System Structure

A. The Department's Critical Incident Response Manual (CIRM) shall include all necessary protocols for establishing an ICS structure as follows: (CALEA 46.1.2)

1. System activation criteria;
2. Command protocol;
3. Written plans and procedures utilized;
4. Training of agency members;
5. Documented after action report;
6. Documented annual training exercise; and
7. Documented analysis of incidents and training effectiveness, at least every three years.

II. Activation Requirements of the Incident Command System (CALEA 46.1.3a)

- A.** The ICS shall be implemented and executed during all agency responses to all critical incidents/unusual incidents/WMD.
- B.** The ICS operational protocols and procedures may be utilized during any Department response situation which requires the unified command and control of multiple units. The ICS establishes an organizational structure to divide primary task assignments into one of the five major parts: Command, Operations, Planning, Logistics, and Administration. The ICS structure is of critical importance for maintaining an acceptable management span of control and providing direction to key components assigned to accomplish the critical incident response mission. (CALEA 46.1.1)

III. Radio Procedure (CALEA 46.1.2, 46.1.6a)

- A.** A tactical channel shall be designated on all incidents requiring the ICS.

- B. The use of 10 codes shall be suspended and clear talk utilized.

IV. Duties of the First On-Scene Member

- A. The first on-scene member assumes the role of the Incident Commander (IC) until properly relieved.
- B. Perform an initial assessment of the incident.
- C. If the incident is of a small-scale daily activity, the first on-scene member shall strive to manage the incident according to established policies and procedures. If the incident is a critical incident, the following procedures shall be used as a guideline in the management of the incident:
 - 1. Assess the Situation: Conduct an assessment of the situation by determining the following questions:
 - a. Nature of incident?
 - b. Location of incident?
 - c. Number of suspects/victims/witnesses?
 - d. Type of weapons?
 - e. Type of chemical/hazardous material?
 - 2. "Hot Zone": If the event involves nuclear, biological, or chemical materials, the member shall immediately identify the affected area in order to limit additional exposure to danger.
 - a. Radio Procedure:
 - 1) Once the "Hot Zone" is identified, immediately communicate its boundaries to the Telecommunications Section.
 - 2) Notify the first responding supervisor of the initial assessment.
 - b. No one shall be allowed to enter the "Hot Zone" until deemed safe by the IC.
 - c. Establish Inner Perimeter - Control and Contain: (CALEA 46.1.4a)
 - 1) No unauthorized members shall have access to the inner perimeter.
 - 2) When plainclothes members are used on the inner perimeter, they shall be replaced with uniform members as soon as possible.
 - 3) Ensure members take proper cover and concealment or, in the event of a Hazmat incident, members shall maintain a safe distance.

- 4) Limit the movement of inner perimeter members.

V. Duties of the First On-Scene Supervisor

- A. The first on-scene supervisor shall accomplish these critical tasks: (CALEA 46.1.3)
 1. Obtain briefing: The first on-scene member shall be debriefed face-to-face, if possible:
 - a. Assume command of the incident, becoming the IC.
 - b. Radio Procedure: The supervisor shall advise the Emergency Communications Center (ECC) they have assumed command.
 - c. Ensure that the first on-scene member's three critical tasks have been accomplished.
 2. Radio Communications: Ensure one or more tactical channels have been obtained for the incident as needed. (CALEA 46.1.2, 46.1.6a)
 - a. Determine the necessity for an ECC member to monitor the tactical channel.
 - b. Refer to the CIRM.
 - c. Assign the first on-scene member to assume the duties of the Incident Scribe, when required.
 - d. The first on-scene member shall remain at the command post due to the invaluable information they have already obtained.
 - e. All members shall be made aware of the following locations:
 - 1) Command Post;
 - 2) Staging Area; and
 - 3) Media Information Area.
 3. Establish Outer Perimeter: This perimeter is used to limit and control access into the emergency incident area. (CALEA 46.1.4a)
 - a. Identify and secure safe routes of travel for emergency vehicles both to and from the scene.
 - b. Prevent and control access to inner perimeter by non-essential personnel.

- 4.** Establish Incident Command Post: A secured Incident Command Post (ICP) shall be established between the inner and outer perimeter. Depending on the type of incident, it is preferred that the ICP not be in sight of the scene. (CALEA 46.1.3b)
 - a.** For a short-term incident a patrol vehicle may be utilized.
 - b.** For a long-term incident a fixed location such as a building or a Mobile Command Vehicle shall be utilized.
 - c.** An ICP shall have, when possible, the following available:
 - 1)** Telephones (hard-line or cell);
 - 2)** Utilities (hard-line or generator);
 - 3)** Privacy;
 - 4)** Space;
 - 5)** Protection from hazards and/or weather; and
 - 6)** Restrooms (fixed or portable).
 - d.** If the incident involves multiple agencies, a joint command post shall be established.

- 5.** Establish a Primary and Alternate Staging Area: The staging area is used to control the deployment of members and material. (CALEA 46.1.3e)
 - a.** Establish the staging area outside of the inner perimeter. It is preferred that the staging area not be within sight of the scene and is of adequate size for the anticipated number of resources responding.
 - b.** Assign a member to respond to the staging area and assume the duties of the Staging Officer.
 - c.** Advise the ECC to have all unassigned units report to the staging area, to include any mutual aid agencies. (CALEA 46.1.3 e)
 - d.** Department vehicle assignments may be modified or altered by the IC, as circumstances dictate.
 - e.** Establish a media staging area.
 - 1)** The media staging area location shall be of adequate size to accommodate the estimated number of members and their equipment from the media.
 - 2)** Advise the IC, Public Information Officer (PIO), and the ECC of the location selected.

- 3) When possible, the media staging area shall not be within view of the inner perimeter.

VI. Duties of the Lieutenant

- A. The lieutenant shall receive a briefing from the supervisor, face-to-face, if possible, or by radio or telephone.
- B. Ensure that all critical tasks have been accomplished.
- C. Ascertain the Level of Mobilization: If the lieutenant determines that the incident meets the criteria of any one of the levels of mobilization, the lieutenant shall respond and assume the duties of the IC. (CALEA 46.1.3c)
 - a. Level One: A level one incident is a critical incident which requires all on-duty patrol units or specialized teams or investigative units to effectively resolve the situation. Authorization: lieutenant or higher authority.
 - b. Level Two: A level two incident requires the response of one or more specialized units (e.g. ERT, CINT). Authorization: Tactical Operations Commander or higher authority.
 - c. Level Three: A level three incident requires the recall of off-duty uniform patrol members. Authorization: Bureau commander or higher authority.
 - d. Level Four: A level four incident is a critical incident which would necessitate the recall of all agency essential and non-essential members and/or the initiation of mutual aid from neighboring agencies or the Statewide Mutual Aid Plan. Authorization: Chief of Police. (CALEA 46.1.3c, d)
- D. The lieutenant shall notify their bureau commander or the on-call command staff officer and brief them of the incident.

VII. Implementation of an Expanded Incident Command System

- A. The ICS develops in a modular fashion based on the complexity, nature, size, management needs, and anticipated duration of the incident. The full organization is rarely needed. Additional management levels are staffed when:
 1. Span-of-control is too great; and
 2. Activities in any one area exceed the supervisor's ability to effectively retain control.
- B. Safety factors, as well as sound management planning, shall both influence and dictate span-of-control. In general, within the ICS, the span-of-control of anyone with emergency management responsibility shall range from three to seven individuals.
 1. There may always be exceptions (e.g., an individual unit with responsibility for traffic control could have substantially more than five members).

- C. For a protracted incident, shift schedules and relief of members shall be established. Shifts shall normally be twelve hours in duration, and members of equal rank shall relieve each position, when possible.
- D. It is the responsibility of the position being relieved to brief their replacement, to ensure notice is given regarding special events, noteworthy occurrences, and uncompleted tasks.
- E. A Briefing Officer shall be appointed at all critical incidents lasting for several days to hold formal briefing for each on-coming shift.
- F. Incident Action Plan: (CALEA 46.1.5a)
 - 1. Every incident needs an action plan. For small incidents of short duration, the plan need not be written. Consideration shall be given to having a written action plan when:
 - a. Resources from multiple agencies are being used;
 - b. Several jurisdictions are involved;
 - c. The incident shall require change in shifts of members and/or equipment; and
 - d. The plan is so complex there is a likelihood it shall become distorted if not put into writing.
 - 2. The IC, with assistance from any created Incident Command Staff, shall establish objectives and determine strategies for the incident.
 - 3. In the case of a multi-agency or Unified Command System (UCS) i.e., city police, fire department, public works, etc., the incident objectives must adequately consider the needs of all jurisdictions and disciplines.
- G. Basic ICS: The five basic components of an Incident Command are:
 - 1. IC;
 - 2. Operations Section;
 - 3. Planning Section;
 - 4. Logistics Section; and
 - 5. Finance/Administration Section.

VIII. Duties of the Incident Commander:

- A. The ICS builds from the top down, with responsibility placed on the IC. If that individual can simultaneously manage all major functional areas, no further expansion of the ICS is required. If the need exists, the IC can create one or more of these Incident Command staff positions: (CALEA 46.1.2)

1. Deputy IC;
 2. Liaison Officer;
 3. PIO;
 4. Incident Scribe; and
 5. Safety Officer.
- B.** It is important to remember that the IC may delegate functional authority, but retains ultimate responsibility for the incident.
- C.** During the management of a critical incident, the delegated authority of the IC shall take precedence over the day-to-day rank structure of the Department.
- D.** Members not assigned to a specific task according to the plan are to report to the staging area for check-in. The Staging Area Officer shall report them to the Resource Unit for accountability.

IX. Incident Command Staff Duties

- A.** Duties of the Deputy Incident Commander shall include:
1. The Deputy IC reports directly to the IC;
 2. The Deputy IC assists the IC and provides relief when necessary; and
 3. The Deputy IC performs other duties, as outlined in the CIRM.
- B.** Duties of the Liaison Officer shall include:
1. The Liaison Officer reports directly to the IC;
 2. The Liaison Officer assists in the establishing of a command post; and
 3. The Liaison Officer assists the IC in establishing the necessary elements of the ICS structure and serves as an advisor.
- C.** Duties of the Public Information Officer (PIO) shall include:
(CALEA 46.1.3f)
1. The PIO reports directly to the IC;
 2. The PIO is responsible for the formulation and release of information about the incident to the news media; and
 3. The PIO performs other duties as outlined in the CIRM.
- D.** Duties of the Incident Scribe shall include:
1. The Incident Scribe reports directly to the IC;

2. The Incident Scribe shall record detailed information as received from all sources with reference to time, message and action taken;
 3. The Incident Scribe shall refer newsworthy information to the PIO;
 4. The Incident Scribe shall gather incident-related information from other sections for entry into the Command Post Log; and
 5. The Incident Scribe shall ensure all messages are appropriately routed.
- E.** Duties of the Safety Officer shall include:
1. The Safety Officer reports directly to the IC. The Occupational Safety and Health Administration (OSHA) mandates this position for all incidents involving hazardous materials;
 2. The Safety Officer is responsible for monitoring and assessing hazardous and unsafe situations;
 3. The Safety Officer develops measures for assuring members safety; and (CALEA 46.1.3g)
 4. The Safety Officer has the authority and responsibility to stop all unsafe activity on an incident that is outside the accepted safe operating procedures in an incident.
- F.** Duties of the Operations Section Chief shall include:
1. The Operations Section Chief is responsible for the management of all field operations which are directly applicable to the primary mission.
 - a. The Operations Section Chief reports directly to the IC;
 - b. The Operations Section Chief activates and supervises organizational elements in accordance with the Incident Action Plan and directs its facilitation;
 - c. The Operations Section Chief coordinates tactics, requests and/or releases resources, makes expedient changes to the Incident Action Plan, as necessary, and reports such actions to the IC; and
 - d. The Operations Section Chief performs other duties, as outlined in the CIRM.
 2. The Operations Section Chief may begin to encounter span-of-control problems, depending on the size of the incident. In order to ease this burden, the Operations Section Chief can create or utilize specialty units. If an incident is small in nature, a specialty unit is created and directed towards completing a specified portion of the Incident Action Plan. The specialty unit is supervised by a designated member. (CALEA 46.1.6e)

- a. The designated member is responsible for the implementation and assignment of members and resources for the mission and reporting on the progress and status of those resources to the Operations Section Chief.
- b. The designated member has complete tactical control and supervision of the resources and members performing the assigned mission.
- c. The designated member performs other duties as outlined in the CIRM.
- d. Specialty units include:
 - 1) Perimeters; (CALEA 46.1.4a)
 - 2) Staging; (CALEA 46.1.3e)
 - 3) Traffic; (CALEA 46.1.4e)
 - 4) Investigations; (CALEA 46.1.4f)
 - 5) Intelligence; (CALEA 46.1.5b)
 - 6) Existing special teams (e.g. ERT, CINT); and
 - 7) Evacuation Team. (CALEA 46.1.4b)

G. Duties of the Logistics Section Chief shall include: (CALEA 46.1.6)

- 1. The function of the Logistics Section Chief is to provide logistical support to all kinds of missions, e.g., members and vehicles, which shall involve advance planning for the accumulation of equipment and supplies to facilitate an immediate response to an incident. An additional responsibility is to develop sources for obtaining material support from resources outside of the jurisdiction involved.
 - a. The Logistics Section Chief reports directly to the IC.
 - b. The Logistics Section Chief is responsible for providing services and material in support of the incident and shall participate in the development and implementation of the Incident Action Plan.
 - c. The Logistics Section Chief performs other duties as outlined in the CIRM.
- 2. The Logistics Section Chief shall ensure members are assigned to perform the following responsibilities:
 - a. Fleet and Supplies: This member(s) is primarily responsible for ordering equipment and supplies, receiving and storing all supplies for the incident, maintaining an inventory of supplies, acting as a liaison with Fleet Maintenance, and servicing non-expendable supplies and equipment. (CALEA 46.1.6b, d)

- b.** Food: This member(s) is primarily responsible for determining feeding requirements at all incident locations and/or operational locations. This member shall ensure that feeding requirements by procurement or production as appropriate to the situation and unit capabilities.
- c.** Communications: This member(s) shall coordinate with the Polk County Sheriff's Office for all telecommunication needs. (CALEA 46.1.6a)
- d.** Personnel Locator: This member(s) shall be responsible for locating Department members following a catastrophic critical incident.
- e.** Medical: This member(s) is primarily responsible for coordinating medical support services for incident members. (CALEA 46.1.6c)

H. Duties of the Planning Section Chief shall include:

- 1.** The function of the Planning Section Chief is to define and measure the incident problem and report directly to the IC. This section shall review and develop situation/incident intelligence information and develop contingency plans for the IC. The Planning Section shall be responsible for liaison with other agencies. (CALEA 46.1.5a)
 - a.** The Planning Section Chief reports directly to the IC.
 - b.** The Planning Section Chief is responsible for the gathering of information in order that alternative strategies can be developed.
 - c.** The Planning Section Chief performs other duties as outlined in the CIRM.
- 2.** The Planning Section shall assign members the following duties:
 - a.** Situation/Intelligence: This member(s) is primarily responsible for the collection and organization of incident status and strategic incident and intelligence information. (CALEA 46.1.5b)
 - b.** Documentation: This member(s) shall record information as it pertains to the incident with reference to time, message, and action taken. Specific duties are outlined in the CIRM.
 - c.** Resource: This member(s) shall establish check-in procedures for members and equipment, prepare and maintain charts for resource deployment, track the status of resources, and maintain a list of resources being utilized at the incident. (CALEA 46.1.7b)
 - d.** Demobilization: This member(s) is responsible for developing a plan for the demobilization of the resources committed to an incident and assisting in the implementation of that plan. (CALEA 46.1.5c)
 - e.** Casualty Information: This member(s) provides and establishes a centralized location for recording all incident-related casualties. (CALEA 46.1.6c)

- f. Shelter: This member(s) shall be responsible for security and crowd control at each official public shelter caused to be opened within the unincorporated area of the county by the County Emergency Operations Center (EOC).
- I. Duties of the Finance/Administration Section Chief shall include: (CALEA 46.1.7)
- 1. The Finance/Administration Section Chief is responsible for the compilation of all information related to the cost of the operation. This may include, but is not limited to, equipment and its usage, personnel hours, supplies, etc.
 - 2. The Finance/Administration Section Chief shall be activated only during large-scale critical incidents requiring ongoing long-term financial accountability.
 - a. The Finance/Administration Section Chief reports directly to the IC.
 - b. The Finance/Administration Section Chief is responsible for all the financial and cost analysis aspects of the incident and for supervising members of the Finance/Administration Section.
 - c. The Finance/Administration Section Chief performs other duties as outlined in the CIRM.
 - 3. The Finance/Administration Section Chief shall assign members to the following duties as needed;
 - a. Procurement: This member(s) is responsible for administering all financial matters pertaining to procurement of supplies, equipment, or other material resources. (CALEA 46.1.7b)
 - b. Payroll: This member(s) is responsible for providing reimbursement to all Department members involved in the critical incident. (CALEA 46.1.7a)
 - c. Cost Recovery: This member(s) is responsible for assimilating all necessary records and documentation for obtaining reimbursement for major events from the appropriate State or Federal Agency. (CALEA 46.1.7c)
 - d. Compensation/Claims: This member(s) shall be responsible for preparing the processing of all forms required in the event of injury or death to a person. They shall gather evidence and prepare claims documentation for any event involving damage to public or private property which could result in a claim against the City. (CALEA 46.1.7d)
- J. In a large-scale critical incident, at the direction of the Chief of Police, members shall be assigned the responsibilities of the below-listed ICS positions: (CALEA 46.1.2)
- 1. The IC;
 - 2. Staff positions:
 - a. PIO; and

XII. Training

- A.** The Department's CIRM shall be rehearsed and documented on an annual basis. This rehearsal may be in conjunction with organized City or County rehearsals/training. (CALEA 46.1.9)
- B.** The Department's Training Officer shall be responsible for coordinating the annual rehearsal. The rehearsal shall be based on one of the following three categories of exercises: (CALEA 46.1.9)
 - 1.** Full Scale: The placement of the entire CIRM into operation. This could involve multi-department participation and full disaster simulation.
 - 2.** Functional: The placement of one or more parts of the CIRM into practice operations, but not the entire plan.
 - 3.** Table-Top: A paper exercise simulating a critical incident. It is usually conducted in one room and may consist of multi-agency participants.
- C.** The Support Services Bureau Commander shall ensure that a documented analysis of the Department's responses to critical incidents and training effectiveness is completed at least every three years. (CALEA 46.1.1)

XIII. Definitions

- A.** *Clear Talk* – The use of common language in lieu of 10 codes.
- B.** *Command Post (CP)* – A secured centralized base of operation established near the site of an incident at which primary command functions are executed.
- C.** *Critical Incident* – Any natural or man-made disaster, act of terror, weapons of mass destruction (WMD), civil disturbance, or any occurrence of unusual or severe nature which threatens to cause or causes the loss of life or injury to citizens and/or severe damage to property and requires extraordinary measures to protect lives, meet human needs, and achieve recovery.
- D.** *Critical Incident Response Manual (CIRM)* – An emergency operations manual developed for utilization by all Department members assigned to respond to a critical incident/unusual occurrence, which delineates the operational protocols and procedures for the implementation and execution of the Incident Command System.
- E.** *"Hot Zone"* – The area of an incident in which entry by personnel or citizens would prove life threatening.
- F.** *Incident Command System (ICS)* – A management tool designed to control field emergency response operations by establishing functional areas under the direction of an Incident Commander. It is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure with responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident.

- G.** *Incident Commander* – The individual responsible for incident activities, including the development and implementation of strategic decisions for approving the ordering and release of resources.
- H.** *National Incident Management System (NIMS)* – This system provides a consistent nationwide approach for federal, state, local, and tribal governments to work effectively and efficiently together to prepare for, prevent, respond to and recover from domestic incidents, regardless of cause, size or complexity.
- I.** *National Response Plan (NRP)* – Integrates federal government domestic prevention, preparedness, response and recovery plans into a single, all-disciplines, all-hazards plan.
- J.** *Natural Disaster* – Any event causing great bodily harm, death, or property damage. These events include floods, hurricanes, tornadoes, explosions, and fires.
- K.** *Staging Area* – The location designated by the Incident Commander where responding personnel and equipment shall report for deployment.
- L.** *Unified Command System* – A unified team effort which allows all agencies with responsibility for an incident, either geographical or functional, to manage an incident by establishing a common set of mission objectives and strategies. This system manages a multi-jurisdictional incident that includes multiple Incident Command System management teams. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.
- M.** *Weapons of Mass Destruction (WMD)* - Any destructive device; nuclear, radiological, chemical, biological, or explosive in nature (as defined in Section 921 of Title 18 US Code), capable of causing the loss of life or injury to citizens and/or severe damage to property.

APPROVED



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