

~~inbook search~~07

SUBJECT: INCIDENT COMMAND SYSTEM

INDEX AS: INCIDENT COMMAND SYSTEM

I. PURPOSE:

The purpose of this order is to outline the management structure and system that shall be applied by all personnel when conducting on-site operations. This management system shall be known as the Incident Command System. The Incident Command System, because of its standardized operational structure and common terminology, provides a useful and flexible management system that is particularly adaptable to incidents involving multi-jurisdictional or multi-disciplinary responses.

II. SCOPE:

This General Order applies to all personnel of the Lee County Sheriff's Office.

III. DISCUSSION:

It shall be the policy of the agency to utilize an on-site management system that shall be applicable to small scale daily operational activities as well as major mobilizations.

IV. DEFINITIONS:

A. Agency – The Lee County Sheriff's Office.

B. Command Post (CP) – a 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 event, 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. Emergency Operations Center (EOC) – a pre-designated facility established to coordinate the overall agency response and support to an emergency.

E. 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.

F. Incident Commander – the individual responsible for incident activities, including the development and implementation of strategic decisions for approving the ordering and release of resources.

G. "Hot Zone" – the area of an incident in which entry by personnel or citizens would prove life threatening. The hazard will determine what personnel may enter the Hot Zone.

H. Level of Mobilization

1. Level 3 – Normal operations will be in a monitoring posture.

2. Level 2 – Activation of emergency management team. Will be in a standby mode for full activation.

3. Level 1 – Full activation of all components and emergency management team.

I. Special Event – anticipated events such as parades, athletic contests, or public demonstrations that require additional logistical requirements in addition to the normal operation requirements of the agency.

J. Staging Area – the location designated by the Incident Commander where responding personnel and equipment shall report for deployment. It is preferable that the Staging Area be located within a 2 minute response distance of the incident.

V. PROCEDURE

A. Activation requirements of the Incident Command System.

1. The Incident Command System shall be used on all critical incidents. Incident Command System should be initiated whenever 5 or more single units are assigned to an incident or when 2 or more components such as K-9 and Aviation are assigned to the incident.

2. The principles and procedures for the ICS can and shall be used at any situation which requires command and control of multiple units. Recognizing the need to divide task assignments into one of the five major parts (command, operations, planning, logistics and finance) and maintaining an acceptable span of control are the key elements for accomplishing the mission.

3. Incident Commander

a. The first on-scene supervisor or senior officer assumes the role of the incident command or until properly relieved.

b. The Incident Commander shall determine the level of mobilization and begin the process of establishing an ICS command structure for the situation.

4. Radio Procedure

a. The radio term "Assuming Command" shall indicate to the Communications Section and any additional units that may be responding which unit is in command of the incident.

b. Anyone assuming command of the incident from the initial Incident Commander shall designate the transfer of command via radio.

c. When command is established the dispatcher will assign a tack channel to the incident for operations and notify all units to switch to that channel.

B. Duties of the First On-Scene Deputy

1. Perform an initial assessment of the incident.
2. If the incident is of a conventional nature the first on-scene deputy shall strive to manage the incident according to established policies and procedures. If the incident is deemed a critical incident, the following procedures shall be used as a guideline in the management of the incident.
3. Attempt to accomplish these three critical tasks
 - a. Assess the situation – conduct a “size up” of the situation by asking the following questions:
 - (1) Nature of incident?
 - (2) Location of incident?
 - (3) Number of suspects?
 - (4) Type of Weapons?
 - (5) Type of chemicals?
 - b. “Hot Zone” – identify immediately in order to limit additional exposure to danger:
 - (1) Radio Procedure
 - (a) Once the “Hot Zone” is identified immediately communicate its boundaries to the Communications Section.
 - (b) Notify the first responding supervisor of your initial assessment.
 - (2) No one shall be allowed to enter the “Hot Zone” until deemed safe by the Incident Commander.
 - (3) No unauthorized personnel are to have access to “hot zone.”
 - (4) If plainclothes personnel are used on the inner perimeter, replace with uniform personnel as soon as possible.
 - (5) Ensure personnel take proper cover and concealment, or in the event of a Haz-mat personnel maintain proper distance.

C. Duties of the First On-Scene Supervisor

1. The first on-scene supervisor shall accomplish these six critical tasks.
 - a. Obtain briefing – the first on-scene deputy shall be debriefed face-to-face if possible.
 - (1) Assume command of the incident, becoming the Incident Commander.
 - (a) Radio Procedure – the supervisor shall advise the Communications Section of being in command.
 - (b) Ensure that the first on-scene deputy’s three critical tasks have been accomplished.
 - b. Ensure that a tactical channel has been assigned to the incident.
 - (1) Determine the necessity for a radio dispatcher.
 - (2) The first on-scene deputy shall remain at the command post due to

the invaluable information they have already obtained.

(3) All personnel shall be made aware of the following locations:

- (a) Command Post
- (b) Staging area

c. Establish "Cold Zone" (Outer Perimeter) – this outer perimeter is used to limit and control access into the emergency incident area.

(1) Identify and secure safe routes of travel for emergency vehicles both to and from the scene.

(2) Prevent or control access to inner perimeter

d. Establish Incident Command Post – within a safe location. Only one Command Post will be established regardless of the type of incident.

(1) For a short term incident a patrol vehicle may be employed.

(2) For a long term incident a fixed location such as a building or an agency Mobile Command Post vehicle can be employed.

(3) A command post locations shall if possible have the following available:

- (a) Telephones (hard-line or cell)
- (b) Utilities (hard-line or generator)
- (c) Privacy
- (d) Space
- (e) Protection (hazards and/or weather)
- (f) Restrooms (fixed or portable)

(4) If the incident involves multiple agencies, efforts shall be made to establish a unified command.

e. Establish a staging area – the staging area is used to control the deployment of personnel and material.

(1) Establish the staging area outside the outer perimeter.

(2) Assign a unit to respond to the staging area and assume the duties of the staging manager.

(3) Advise all unassigned units responding to the scene to report to the staging area.

(4) Advise the radio dispatcher to contact any responding mutual aid agencies with the staging area information.

f. Additional resources – access the need for additional personnel,

specialized units, or other agencies.

- (1) Have additional resources respond to the staging area.
- (2) Establish a media staging area.

D. Duties of the Incident Commander

1. The Incident Commander shall receive a briefing from the supervisor face-to-face if possible, or by radio or telephone.
2. Ensure that all critical tasks have been accomplished.
3. Ascertain the level of Mobilization – if the Incident Commander ascertains that the incident meets the criteria of Level 2 or 1 Mobilization, the Bureau Commander shall be notified.
4. The Incident Commander shall notify Communications that a Level of Mobilization has been activated and Communications shall begin predetermined notifications.

E. Implementation of an Expanded Incident Command System

1. Modular Organization
 - 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.
 - b. Additional management levels are staffed when:
 - (1) Span of Control is too great.
 - (2) Activities in any one area exceed the supervisor's ability to effectively retain control.
2. Span of Control
 - a. 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.
 - b. There may always be exceptions (e.g., an individual Unit Officer with responsibility for traffic control could have substantially more than five personnel).
3. For a protracted incident shift schedules and relief personnel must be established.
4. It is the responsibility of the position being relieved to brief their replacement, to ensure notice is given regarding special events, occurrences and uncompleted tasks are include.

F. Duties of the Incident Commander (IC)

1. The ICS builds from the top down, with responsibility placed on the Incident Commander. If that individual can simultaneously manage all major functional areas, no further expansion of the ICS is required. If the need exists, the Incident Commander can create one or more of these Incident Staff positions:
 - a. Liaison Officer
 - b. Safety Officer
 - c. Public Information Officer (PIO)
 - d. Operations Section
 - e. Logistics Section
 - f. Planning Section
 - g. Finance Section
2. Incident Action Plan
 - a. Every incident needs an action plan. For small incidents of short duration, the plan need not be written. Consideration shall be given to having written action plan when:
 - (1) Resources from multiple agencies are being used.
 - (2) Several jurisdictions are involved.
 - (3) The incident shall require change in shifts of personnel and/or equipment.
 - (4) The plan is so complex that there is a likelihood it shall become distorted if not put into writing.
 - b. The Incident Commander, with assistance from any created Incident Staff, shall establish objectives and determine strategies for the incident based upon the requirements of the jurisdiction.
 - c. In the case of a multi-agency command, i.e., city police, fire department, public works, etc., the incident objectives must adequately reflect the policy needs of all jurisdictional agencies.
3. It is important to remember that the Incident Commander may delegate functional authority, but retains ultimate responsibility for the incident.
4. During the management of a critical incident the delegated authority of the Incident Commander shall take precedence over the day-to-day rank structure of the agency.
5. Personnel not assigned to a specific task according to the plan are to report to the Staging Area for check in. The Staging Area Manager will report them to the Resource Unit for assignment to the Personnel Pool.

G. Duties of Liaison Officer.

1. The Liaison Officer reports directly to the Incident Commander.

2. The Liaison Officer shall assist in the establishing of a command post.
3. The Liaison Officer shall assist the Incident Commander in establishing the necessary elements of the ICS structure and serving as an advisor coordinator with outside agencies.

H. Duties of the Public Information Officer (PIO)

1. The PIO reports directly to the Incident Commander
2. The PIO is responsible for the formulation and release of information about the incident to the news media. Subject to approval of IC.

I. Duties of the Operations Section

1. The Operations Section is responsible for the management of all field operations which are directly applicable to the primary mission.
2. The Operations Section supervisor is the Operations Section Chief.
 - a. The Operation Chief reports directly to the Incident Commander.
 - b. The Operations Chief activates and supervises organizational elements in accordance with the Incident Action Plan and directs its execution. The Operations Chief also coordinates tactics, requests and/or releases resources, makes expedient changes to the Incident Action Plan as necessary, and reports such actions to the Incident Commander.
3. The Operation Chief may begin to encounter span-of-control problems depending on the size of the incident. In order to ease this burden the Operations Chief can create subdivisions: such as branches, groups, strike teams and so on.

J. Duties of the Logistics Section Chief

1. The function of the Logistics Section is to provide logistical support to all kinds of mission, e.g., personnel and vehicles. This 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 Chief reports directly to the Incident Commander.
 - b. The Logistics Officer 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.

K. Duties of the Planning Section Chief

1. The function of the Planning Section is to define and measure the incident problem and to report to the Incident Commander. This section shall review and

develop situation/incident intelligence information and develop contingency plans for the Incident Commander. The Planning Section shall be responsible for liaise with other agencies. Planning shall also be responsible for documentation of the incident.

L. Duties of the Finance Section

1. The Finance Section 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.

M. De-Mobilization

1. As an incident is stabilized, the Incident Commander and Incident Staff shall begin a systematic release of resources which is directed under by the Demobilization Unit under Planning.
2. An After-Action Report shall be required when the Incident Commander feels an After-Action Report is appropriate. An after-Action report will always be completed for any major or unusual Incidents.
3. The Incident Commander is responsible for the completion of the after-Action Report. The Incident Commander may request supporting documentation form the following personnel:
 - a. Incident Staff
 - b. Branch Officers-in-Charge
 - c. Any other personnel the Incident Commander deems appropriate.

N. Training of Agency personnel

1. All certified Law enforcement personnel shall be trained in the use of the Incident Command System. This training will be documented by the Training Division Commander and made part of the Officer's training file.
 - a. All certified Officer's will receive training in the following levels of Incident Command System. I-100, I-200, I-700, and I-800 as required under N.I.M.S.

O. Annual Training Exercise

1. Documented annual training exercises will be held to improve operational readiness and compatibility between Agencies that are graphically connected.
 - a. Training may include table top and/or actual exercise and should include multiple Agency involvement.

P. Analysis of Incidents and training Effectiveness

1. The Special Operations Division Commander will conduct an analysis of all critical incidents and training exercises involving the use of the incident Command System will be completed every three (3) years to determine the

effectiveness of training received and the preparedness of the department and its coordination of response with other agencies.

Signed original on file in Accreditation

Mike Scott, Sheriff
Lee County, Florida

7/10/06

Date