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Subject: **INCIDENT COMMAND SYSTEM (ICS)**

Index as:

Agency Representatives	COOP	Information Officer (IO)
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Assisting Agency	General Staff	Liaison Officer (LO)
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Casualty Collection Point (CCP)	IC	Operation Period
CCP	Incident Commander (IC)	Safety Officer (SO)
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Accreditation Standards: 46.1.1, 46.1.2, 46.1.3, 46.1.4, 46.1.5, 46.1.6, 46.1.7, 46.1.9, 81.2.4
Cross Reference: G.O. II-3, Release of Information to the Public and the News Media
G.O. III-3, Mutual Aid Agreement
G.O. III-15, High-Risk Situations
G.O. III-18, Civil Disturbances
G.O. III-22, Emergency Mobilization Plan
G.O. III-24, Disaster Operations
St. Petersburg Police Department *Civil Disturbance and Tactical Plan*
St. Petersburg Police Department *Disaster Operations Plan*
City of St. Petersburg *Disaster Operations Plan*
Florida Incident Field Operations Guide
Replaces: G.O. III-26, Incident Command System (ICS) (August 28, 2017)

This Order describes the Incident Command System (ICS) and explains the activation and function of the Incident Command process. It consists of the following sections:

- I. Policy
- II. Concept of Operations
- III. Definitions
- IV. Incident Command Structure
- V. Activation of the Incident Command System
- VI. Unified Command
- VII. Documentation and Training

I.   POLICY

   A.   In the interest of a common scheme of operational procedures among emergency service providers within the City and across municipal and county boundaries, the Department shall implement the Incident Command System (ICS) procedures during activation of the policies related but not limited to:

      1.   J:\Research\GeneralOrders\III Operational General Orders\III-15 High-Risk Situations.pdf

      2.   J:\Research\GeneralOrders\III Operational General Orders\III-18 Civil Disturbances.pdf

      3.   J:\Research\GeneralOrders\III Operational General Orders\III-24 Disaster Operations Plan.pdf

   B.   In addition, the St. Petersburg Police Department shall utilize the Incident Command System during all police operations when:

      1.   The event may have an effect upon contiguous communities; or

      2.   There is a high likelihood the Department will seek resources from other police and/or public safety agencies outside the City; or

      3.   The event is of such a scale or duration that it goes beyond one work shift for assigned personnel, and/or it may result in mobilization of additional Department personnel and resources as a first step in a larger mobilization.

   C.   This policy does not eliminate the need to carry out the policies, procedures and activities set forth in Office of Professional Standards (OPS) Standard Operating Procedures (SOPs); it does provide a framework for more efficient management of the situation.

II.   CONCEPT OF OPERATIONS

   A.   "Incident Command" is practiced routinely by Police Officers and supervisors as they respond to citizen calls for service.

      1.   A small incident may be satisfactorily resolved by the on-scene, senior Officer effectively serving as the "Incident Commander," handling all the elements of the ICS process.

      2.   A larger or more serious incident may result in many police units, functioning under the command of a designated "Incident Commander," who may elect to handle all elements of the ICS or may appoint one or more persons to assist them.

   B.   ICS is a management tool used to ensure command, control and coordination of resources during an emergency, whether the incident is handled by one agency or many agencies.

   C.   Incidents such as natural disasters, a terrorist act or a civil disorder may spread beyond the boundary of a governmental jurisdiction or exceed the ability of one agency to resolve it. At such times, the utmost level of coordination is required by responding agencies to best serve the public. The ICS provides a framework for more efficient and effective interagency coordination in such situations.

   D.   ICS operations are predicated upon the principles of:

      1.   Protecting life and providing for the safety of emergency responders and the public;

      2.   Stabilizing the incident by developing a strategy that will minimize the effect it has on the surrounding area; and

      3.   Conserving property by minimizing the effect on the environment, while accomplishing the action plan developed to bring closure to the incident.

E. ICS provides:

    1. Unity of Command - a common organizational structure across all agencies that can expand and contract as dictated by the situation, including:
        a. A modular organization.
        b. A unified command structure.
        c. Common terminology; e.g., during radio communications and for functional identities.
        d. Designation of facilities for common tasks.
    2. Standardized emergency management principles that work across all types of emergency incidents, including:
        a. Integrated communications.
        b. A manageable span of control.
        c. Creation and distribution of *Incident Action Plans* in a common format.
        d. Comprehensive resource management.

III. DEFINITIONS

A. <u>Action Plan</u> – See Incident Action Plan.

B. <u>Agency Representative</u> – An individual assigned to an incident from an assisting or cooperating agency, who has the authority to make decisions about that agency's participation. Reports to the Liaison Officer.

C. <u>Area Command</u> – An organization established to oversee multiple incidents being handled under the ICS concept.

D. <u>Assisting Agency</u> – An agency contributing tactical or other direct resources.

E. <u>Base</u> – The location at which primary logistics functions for an incident are coordinated and administered. There is only one base for an incident. The base may be co-located with the Incident Command Post.

F. <u>Branch</u> – The organizational level having functional or geographic responsibility for major parts of incident operations. For example, the Law Enforcement Branch composed of several sections (Operations, Planning, Logistics and Finance/Administration), reports to a higher division or group *Operations Commander* while in a Unified Command operation, along with the Fire Suppression Branch, Public Works Branch, etc. (See [J:\Research\GeneralOrders\III Operational General Orders\III-26 Incident Command_Attachment B.pdf)](J:\Research\GeneralOrders\III Operational General Orders\III-26 Incident Command_Attachment B.pdf).

G. <u>Casualty Collection Point (CCP)</u> – A location near the incident which provides an area to triage, treat and transport victims.

H. <u>Chief</u> – The ICS title for individuals responsible for command of the five basic ICS functional sections, (Command, Operations, Planning, Logistics and Finance/Administration).

I. <u>Clear Text</u> – The use of plain English in radio communications transmissions. CODES and SIGNALS ARE NOT USED.

J. <u>Command Post</u> – See Incident Command Post.

K. <u>Command Staff</u> – The ICS title for a group consisting of the Information Officer, Safety Officer, and Liaison Officer. They report to the Incident Commander.

L. <u>Cooperating Agency</u> – An agency assisting with other than tactical or other direct resources, includes, but is not limited to, the Red Cross, the telephone company, power company, etc.

M. <u>Function</u> – Under ICS, the structure includes Command, Operations, Planning, Logistics and Finance/Administration functional sections.

N. <u>General Staff</u> – The ICS title describing the incident management team that reports to the Incident Commander. The General Staff consists of the Chiefs of the five functional sections.

O. Incident Action Plan (IAP) – Contains objectives reflecting the overall incident strategy and specific tactical actions and supporting information for the next operational period. The plan may be oral or written. When written, there may be specific sub-plans for traffic, communications, safety operations, etc. (See J:\Research\GeneralOrders\III Operational General Orders\III-26 Incident Command_Attachment A.pdf).

P. Incident Commander (IC) – The individual responsible for the management of all incident operations at the incident scene.

Q. Incident Command Post (ICP) – The location at which the primary command functions are executed. The ICP may be co-located with the incident base or other incident facilities.

R. Incident Management Team – The ICS title which includes the Commander and appropriate Command and General Staff, as defined by this Order, assigned to the incident.

S. Information Officer (IO) – A member of the ICS Command Staff responsible for contact with the media or other agencies requiring direct information. There is only one IO per incident.

T. Liaison Officer (LO) – A member of the ICS Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

U. Managers – Under ICS, individuals who are assigned specific responsibilities for certain activities; e.g., Staging Area Manager.

V. Operational Period – The time set for a *given set of actions* as specified in the Incident Action Plan; can be of various lengths but usually not over 24 hours.

W. Safety Officer (SO) – A member of the ICS command staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring the safety of assigned personnel.

X. Staging Area – Location(s) during an incident where resources can be placed while awaiting tactical assignment.

Y. Unified Command – A unified team effort which allows all agencies with a responsibility for the incident, either geographic or functional, to establish a common set of objectives and strategies.

IV. INCIDENT COMMAND STRUCTURE

A. The ICS structure may be applicable and should be considered during a routine emergency situation, when preparing for a major event, or whenever the planner/commander feels it is in the best interests of efficient and effective operations.

B. In small-scale incidents, all *functions* of the ICS may be managed by one person. Large-scale incidents usually require that one or more ICS functions be instituted separately.

C. The ICS structure has the ability to expand or contract to meet demands faced in resolving an incident regardless of size or complexity.

D. Functional Sections of the Law Enforcement Branch
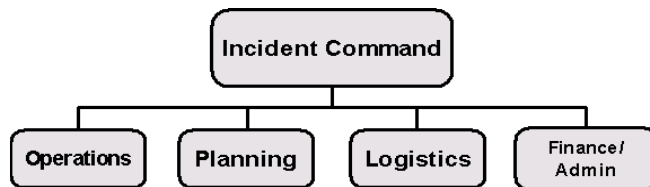
1. Command Section
    a. All events have an Incident Commander who is responsible until authority is transferred to another. The Incident Commander is responsible for the management of all incident operations at the incident scene. The Incident Commander shall:
        1) Establish an ICP and direct initially arriving resources.
        2) Protect life and property.
        3) Request and control human and equipment resources.
        4) Maintain accountability for the safety of personnel and the public and for task accomplishment.
        5) Establish necessary liaison with other agencies and the Emergency Operations Center (EOC) or Sub-EOC, when activated.
   b. The Incident Commander shall also:
        1) Maintain an effective span of control, which in emergency planning is considered to be three to seven persons, with five being the optimal assignment.
        2) Direct the expansion or contraction of the ICS organization based on the three priorities of life safety, incident stability and property conservation and, as needed, activates other sections; e.g., the Operations, Planning, Logistics or Finance/Administrative sections.
        3) Transfer command in an orderly manner, briefing the incoming Commander on the incident status.
    c. The IC shall oversee the development of an Incident Action Plan (See J:\Research\GeneralOrders\III Operational_General_Orders\III-26_Incident_Command_Attachment_A.pdf) based on the concept of Management by Objectives; i.e., establish objectives to resolve the incident, develop a strategy and tactically implement the strategy.
    d. The IC shall identify contingencies which may affect ongoing operations and plan accordingly, making necessary notifications and requesting resources that could reasonably be expected to offset contingent action.

2. Operations Section
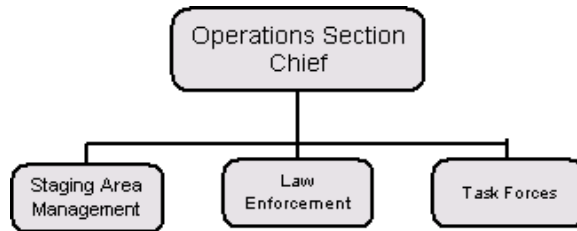
    a. The Operations Section Chief is responsible for implementing the activities specified in the IAP.
    b. The Operations Chief shall:
        1) Direct and coordinate all tactical operations.
        2) Ensure the safety of assigned personnel.
        3) Assist the IC in the development of goals and objectives for the Incident Action Plan.
        4) Request (or release) resources with the acknowledgment of the IC.
        5) Keep the IC advised of the status of the situation and resources. Resources are either "assigned" (to carry out some specific task), "available" (in a staging area), or "out of service" (for rest and recuperation).
   c. The Operations Chief shall, as needed, appoint managers for specific tasks, such as identifying and ensuring supervision of the staging area(s) and the casualty collection point(s), etc.

3. Planning Section
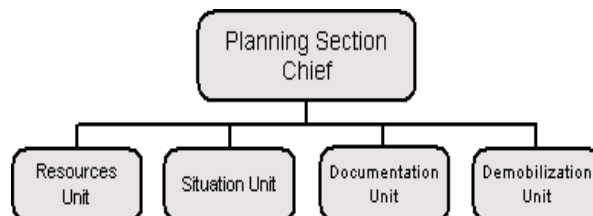
a) The Planning Section Chief is responsible for:
1) Preparing a documented Incident Action Plan which includes:
   i. The collection, evaluation, gathering, dissemination and use of information and intelligence, and the status of resources;
   ii. Developing the Incident Action Plan (IAP) which defines response activities and use of resources for a specified period of time;
   iii. Participating in a Continuity of Operations Plan (COOP)/Continuity of Government Plan (COG); and
   iv. Planning post-incident actions which may consist of Resources, Situation, Documentation and Demobilization Units.

4. Logistics Section

(* Medical services for assigned personnel)
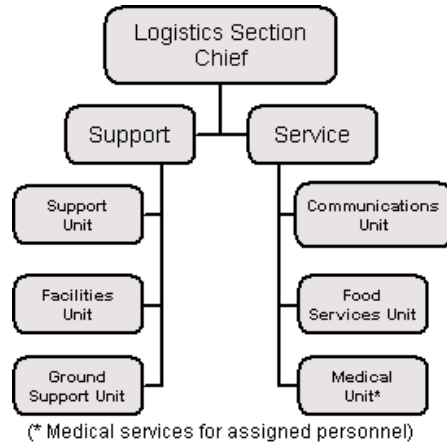
a. The Logistics Section Chief is responsible for coordinating:
1) Communication;
2) Transportation;
3) Medical support;
4) Supplies; and
5) Specialized team and equipment needs.

b. In large-scale and/or long term-incidents, the Logistics Section Chief will identify a logistics base of operation. The Section may be further divided into Support and Service Branches with subordinate Units providing assistance with the above operations.

c. Logistics personnel shall continually assess the needs of the operation and make necessary requests for resources through the duration of the event.

5. Finance/Administration Section
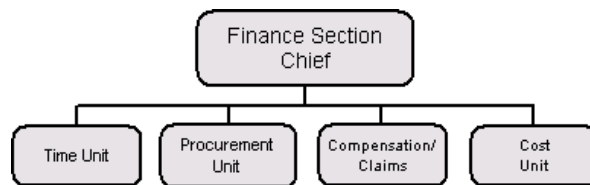
a. The Finance Section Chief is responsible for tracking incident costs and reimbursement accounting.

b. In large-scale and/or long-term incidents the Section may be further divided into Time, Procurement, Compensation/Claims and Cost Units.

c. Some functions are especially important in order to provide documentation if the incident results in a *Disaster Declaration,* and for the establishment and monitoring of cost-sharing agreements.

V. ACTIVATION OF THE INCIDENT COMMAND SYSTEM

A. During the pre-planning for large-scale events or the response to incidents that lend themselves to being better handled by implementation of the ICS system, this process shall be considered by the responsible event or Incident Commander.

B. During incidents being handled according to Department policies related to G.O. III-15, High-Risk Situations, G.O. III-18, Civil Disturbances, and G.O. III-24, Disaster Operations, and when the incident extends beyond the confines of the City limits or exceeds one work shift in duration, the Incident Command System shall be implemented.
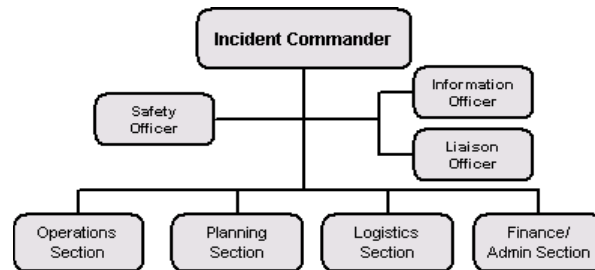
C. With a decision to implement the Incident Command System, the Incident Commander shall:

1. Identify both a Safety Officer (SO) and an Information Officer (IO).
   a. The SO is responsible for the safety of assigned personnel. They shall correct unsafe acts through the chain of command but may exercise emergency authority to stop unsafe acts when such action is immediately required to protect life.
   b. The IO shall follow the procedures set forth in G.O. II-3, *Release of Information to the Public and the News Media*.

2. Ensure notifications to the chain of command are instituted in accord with existing procedures.

3. Retain the elements of the Incident Command process unto themselves or appoint one or more Section Chiefs to carry out the functions designated, if necessary, for the coordination of incoming resources and appoint a Liaison Officer (LO).

4. Oversee the development and implementation of an Incident Action Plan to resolve the event/incident.
   a. Refer to the Department's existing written policies, the City's *Emergency Operations Plan*, and the *Florida Incident Field Operations Guide.*
   b. Consider the immediate implementation of A/B shifts to better provide personnel and other resources. In a large-scale/long-term incident, the assumption is there would be twelve (12)-hour work shifts.
   c. For short-term events/incidents, the IAP need not be written. A written plan is required when:
      1) Resources from multiple agencies from within or outside the City are used.
      2) Several jurisdictions are involved; i.e., the incident extends beyond the City limits.
      3) The incident is complex; e.g., changes in shifts of personnel or equipment are required.

5. If not already operating in that mode, ensure that all radio communications take place in "clear text."
   a. Direct the Emergency Communications Center to establish a radio channel to initially handle the event; and
   b. Ensure that the Emergency Communications Center advises any responding agencies of the channel being used; and

     c.   Remain mindful that electronic data communications (CAD to mobile computer terminals) are not available to agencies responding to a request for mutual aid assistance.
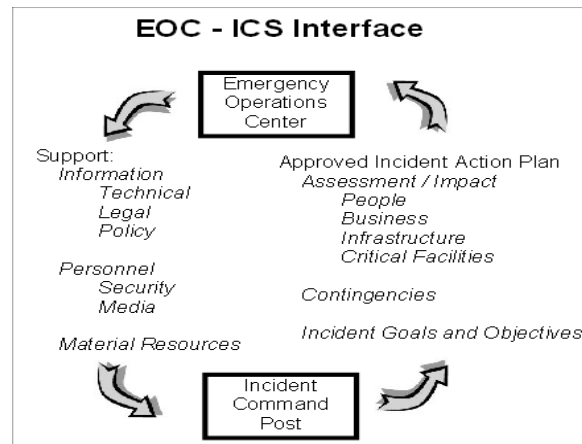
6.   Follow direction from the Emergency Operations Center (EOC) upon activation. The IC is responsible at the scene, while the EOC is responsible for City-wide activity. There can be more than one scene and, thus, more than one IC reporting to the EOC.

     a.   Command protocol shall exist at all stages of the ICS command structure and during the administration of the incident.

     b.   Commanders shall be assigned as needed to ensure adequate supervision and authority, considering the need for rest and recuperation.

     c.   Principles of span of control and unity of command shall be followed during ICS operations.

     d.   Incident Commanders shall cooperate fully when functioning in a unified command mode.

7.   Consider activation of the Critical Incident Stress Debriefing teams (CISD) as needed (I.O. V.5:20).

8.   At the appropriate time, plan for an orderly demobilization of all resources and the gathering of necessary documents and materials to provide the ability to closely review and evaluate operations.

9.   Various standard ICS forms are available for the use of the IC and functional Chiefs in order to manage the incident in an organized manner.

     a.   See the *Incident Command Worksheet*, available at: J:\Forms\IncidentCommand\SPPDICWorksheet.wpd.

     b.   Other forms available on the J drive include:

- ICS Form 201 Briefing
- NMEOC ICS 202 Incident Action Plan
- ICS Form 202 Response Objectives
- ICS Form 203 Organization Assignment List
- ICS Form 204 Assignment List
- ICS Form 205 Incident Radio Communications Plan
- ICS Form 206 Medical Plan
- ICS Form 208 Site Safety Summary
- ICS Form 209 Incident Status Summary
- ICS Form 210 Status Change Card
- ICS Form 211 Check-in List
- ICS Form 213 General Message
- ICS Form 214 Unit Log
- ICS Form 215 Operational Planning Worksheet
- Form 215 A Incident Action Safety Plan Analysis
- Form 215 A Instructions for IAP Safety Analysis
- ICS Form 217 Radio Frequency Assignment
- ICS Form 218 Support Vehicle Inventory
- ICS Form 219-2 Resource Status Card (Crew)
- ICS Form 219-4 Resource Status Card (Helicopter)

- ICS Form 219-6 Resource Status Card (Aircraft)
- ICS Form 219-7 Resource Status Card (Dozers)
- ICS Form 220 Air Operations Summary Worksheet
- ICS Form 221 Demobilization Check-out

VI. UNIFIED COMMAND

A. The Incident Command System is designed to expand to include other City services as well as those from other municipalities, the county, and state should the situation dictate.

B. One or more functions of the ICS structure may be placed into operation as needed.

C. Within this Order, the Law Enforcement Branch of operations as represented by the St. Petersburg Police Department is described. Similar branches and sections exist for other services such as Fire/Rescue, Medical, Health and other support services.

D. An example of a diagram depicting the Unified Command concept for a major incident is available at: J:\Research\GeneralOrders\III Operational General Orders\III-26 Incident Command_Attachment C.pdf. In such cases, all agencies contribute to the command process and the management of resources in achieving the objectives of the Incident Action Plan (IAP).

E. In large-scale events, an Area Command may be established to coordinate the response to multiple events/incidents.

VII. DOCUMENTATION AND TRAINING

A. Documentation

1. The activation of the Incident Command System requires the preparation of a written *After-action* report.
   a. *Report* – The report, explaining and evaluating the activation may either be separate from the standard *After-action* report required by existing General Orders, or it may be included as an identified section within the larger report about the incident/event.
   b. If separate, it shall be submitted by the Incident Commander to the Assistant Chief, Uniform Services Bureau within fifteen (15) days of the conclusion of the event.

B. Training

1. All affected personnel, who may be called upon to participate in an event or incident as part of the ICS structure, shall:
   a. Receive annual training on the agency's All Hazards Plan, to include the Incident Command System (ICS) to be documented by the Training Division; and
   b. Documented biennial training consisting of a tabletop or full-scale exercise to assess the agency's capabilities with the All Hazards Plan and the Incident Command System.

2. Every two (2) years, the Training Division shall:
   a) Produce a documented analysis of all occasions when the ICS was activated, and the effectiveness of the training provided.
   b) The ICS training protocol shall be revised as needed based on the findings of their analysis.

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Anthony Holloway
Chief of Police