

# THURMONT POLICE DEPARTMENT

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<i>Authority: Chief of Police</i> <p style="text-align: center;">Gregory L. Eyer</p>		<i>Manual Page No:</i>	
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## I. PURPOSE:

The Incident Command System (ICS) is established to effectively deal with extraordinary events which place lives and property in danger and requires the commitment and coordination of numerous resources to bring about a successful resolution.

## II. POLICY:

It is the policy of the Thurmont Police Department to protect lives and property whenever possible. The establishment of the ICS is one method to carry out this policy. The system will provide for the following types of operations:

1. Single Jurisdiction/Single Agency
2. Single Jurisdiction/Multi-Agency Involvement
3. Multi-Jurisdiction/Multi-Agency Involvement

The system's organizational structure will be able to adapt to any emergency or incident in which public safety agencies would be expected to respond.

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## III. DEFINITIONS:

**AGENCY:** is a division of government with a specific function, or a nongovernmental organization (e.g. private contractor, business, etc.) that offers a particular kind of assistance. In ICS, agencies are defined as jurisdictional (having statutory responsibility for incident mitigation) or assisting and/or cooperating (providing resources and/or assistance).

**AGENCY REPRESENTATIVE:** an individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting the agency's participation at the incident.

**ALLOCATED RESOURCES:** resources dispatched to an incident.

**AREA COMMAND:** an organization established to: 1) oversee the management of multiple incidents that are each being handled by an Incident Command System organization; or 2) to oversee the management of a very large incident that has multiple Incident Management Teams assigned to it. Area Command has the responsibility to get overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed.

**ASSIGNED RESOURCES:** resources checked in and assigned work tasks at an incident.

**ASSIGNMENTS:** tasks given to resources to perform within a given operational period, based upon tactical objectives in the Incident Action Plan.

**ASSISTANT:** title for subordinates of the Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be used to supervise unit activities at camps.

**ASSISTING AGENCY:** an agency directly contributing tactical or service resources to another agency.

**AVAILABLE RESOURCES:** incident-based resources which are ready for deployment.

**BASE:** the location at which primary logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Base.

**BRANCH:** The organizational level having functional or geographic responsibility for major parts of incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Sections, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional name (e.g., medical, security, etc.).

**CACHE:** a predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

**CAMP:** a geographic site, within the general incident area, separate from the Incident Base, equipped and staffed to provide food, water, and sleeping and sanitary facilities to incident personnel.

**CASUALTY COLLECTION POINT:** a Casualty Collection Point (CCP) serves as a location near the incident site which provides areas to triage, treat, and transport victims in a multi-casualty incident. CCPs are not an official facility in the National Incident Management System ICS.

**CHAIN OF COMMAND:** a series of management positions in order of authority.

**CHECK-IN:** the process whereby resources first report to an incident. Check-in locations include: Incident Command Post (Resources Unit), Incident Base, Camps, Staging Areas, Helibases, Helispots, and Division Supervisors (for direct line assignments).

**CHIEF:** the ICS title for individuals responsible for command of functional sections: Operations, Planning, Logistics, and Finance/Administration.

**CLEAR TEXT:** the use of plain English in radio communications transmissions. No Ten Codes or agency-specific codes are used when utilizing Clear Text.

**COMMAND:** the act of directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander.

**COMMAND POST:** (See Incident Command Post.)

**COMMAND STAFF:** the Command Staff consists of the Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an assistant or assistants, as needed.

**COMMUNICATIONS UNIT:** an organizational unit in the Logistics Section responsible for providing communication services at an incident. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to provide the major part of an Incident Communications Center.

**COMPACTS:** formal working agreements among agencies to obtain mutual aid.

**COMPENSATION:** the functional unit within the Finance/Administration Section.

**UNITS/CLAIMS UNIT:** responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident.

**COOPERATING AGENCY:** an agency supplying assistance other than direct tactical or support functions or resources to the incident control effort (e.g., Red Cross, telephone company, etc.).

**COORDINATION:** the process of systematically analyzing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra- or inter-agency) does not involve dispatch actions. However, personnel responsible for coordination may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc.

**COST UNIT:** the functional unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

**DELEGATION OF AUTHORITY:** a statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require a written Delegation of Authority to be given to Incident Commanders prior to their assuming command of larger incidents.

**DEMOBILIZATION UNIT:** the functional unit within the Planning Section responsible for assuring orderly, safe, and efficient demobilization of incident resources.

**DEPUTY:** a fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as a relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

**DIRECTOR:** the ICS title for individuals responsible for supervision of a Branch.

**DISPATCH:** the implementation of a command decision to move a resource or resources from one place to another.

**DIVISION:** Divisions are used to divide an incident into geographic areas of operation. A Division is located within the ICS organization between the Branch and the Task Force/Strike Team. (See Group.) Divisions are identified by alphabetic characters for horizontal applications and, often, by floor numbers when used in buildings.

**DOCUMENTATION UNIT:** the functional unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident.

**EMERGENCY MANAGEMENT DIRECTOR:** the individual within each political

subdivision that has coordination responsibility for jurisdiction emergency management.

**EMERGENCY MEDICAL TECHNICIAN:** a health-care specialist with particular skills and knowledge in pre-hospital emergency medicine.

**EMERGENCY OPERATIONS CENTER (EOC):** a pre-designated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.

**EMERGENCY OPERATIONS PLAN:** the plan that each jurisdiction has and maintains for responding to emergency incidents.

**EVENT:** a planned, non-emergency activity. ICS can be used as the management system for a wide range of events (e.g., parades, concerts, or sporting events).

**FACILITIES UNIT:** functional unit within the Support Branch of the Logistics Section that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.

**FIELD OPERATIONS GUIDE:** a pocket-size manual of instructions on the application of the Incident Command System.

**FINANCE/ADMINISTRATION SECTION:** the Section responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit.

**FOOD UNIT:** functional unit within the Service Branch of the Logistics Section responsible for providing meals for incident personnel.

**FUNCTION:** to the five major activities in the ICS, i.e., Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved (e.g., the planning function).

**GENERAL STAFF:** the group of incident management personnel reporting to the Incident Commander. They may each have a deputy, as needed. The General Staff consists of: Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

**GROUND SUPPORT UNIT:** functional unit within the Support Branch of the Logistics Section responsible for the fueling, maintaining, and repairing of vehicles, and the transportation of personnel and supplies.

**GROUP:** groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.) Groups are located between Branches (when activated) and Resources in the Operations Section.

**INCIDENT:** an occurrence, caused either by human action or natural phenomena, that requires action by emergency service personnel to prevent or minimize loss or life or damage to property and/or natural resources.

**INCIDENT ACTION PLAN:** 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, the Plan may have a number of forms as attachments (e.g., traffic plan, safety plan, communications plan, map, etc.).

**INCIDENT COMMANDER:** the individual responsible for the management of all incident operations at the incident site.

**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.

**INCIDENT COMMAND SYSTEM (ICS):** a standardized on-scene emergency management concept specifically designed to allow its users(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

**INCIDENT MANAGEMENT TEAM:** the Incident Commander and appropriate Command and General Staff personnel assigned to an incident.

**INCIDENT OBJECTIVES:** statements of guidance and direction necessary for the selection of appropriate strategy/ies, and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

**INFORMATION OFFICER:** a member of the Command Staff responsible for interfacing with the public and media or with other agencies requiring information directly from the incident. There is only one Information Officer per incident. The Information Officer may have assistants.

**INITIAL ACTION:** the actions taken by resources which are the first to arrive at an incident.

**INITIAL RESPONSE:** resources initially committed to an incident.

**JURISDICTION:** the range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political/geographic (e.g., city, county, State, or Federal boundary lines) or functional (e.g., police, department, health department,

etc.). (See Multi-jurisdiction.)

**KIND:** resources described by function (e.g., a patrol car or a bulldozer).

**LEADER:** the ICS title for an individual responsible for a Task Force, Strike Team, or functional unit.

**LIAISON OFFICER:** a member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

**LIFE SAFETY:** the joint consideration of both the life and physical well-being of individuals.

**LOGISTICS SECTION:** the Section responsible for providing facilities, services, and materials for the incident.

**MANAGEMENT BY OBJECTIVES:** a top-down management activity which involves a three-step process to achieve the incident goal. The steps are: establishing the incident objectives, selection of appropriate strategy(s) to achieve the objectives, and the tactical direction associated with the selected strategy. Tactical direction includes selection of tactics, selection of resources, resource assignments, and performance monitoring.

**MANAGERS:** individuals within the ICS organizational units who are assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

**MEDICAL UNIT:** functional unit within the Service Branch of the Logistics Section responsible for the development of the Medical Emergency Plan and for providing emergency medical treatment of incident personnel.

**MOBILIZATION:** the process and procedures used by all organizations – Federal, State, and local – for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

**MOBILIZATION CENTER:** an off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment.

**MULTI-AGENCY COORDINATION (MAC):** a generalized term which describes the functions and activities of representatives of involved agencies and/or jurisdictions who come together to make decisions regarding the prioritizing of incidents and the sharing and use of critical resources. The MAC organization is not a part of the on-scene ICS and is not involved in the developing incident strategy or tactics.

**MULTI-AGENCY INCIDENT:** an incident where one or more agencies assists another jurisdictional agency.

**MUTUAL AID AGREEMENT:** written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request by furnishing personnel and equipment.

**NATIONAL INCIDENT MANAGEMENT SYSTEM:** a system mandated by Homeland Security Presidential Directive – 5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments; the private sector, and non-governmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of size and complexity.

**NATIONAL RESPONSE PLAN:** a plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans in one all-discipline, all-hazards plan.

**OFFICER:** the ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Information.

**OPERATIONAL PERIOD:** the period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan. Operational Periods can be of various lengths, although usually not over 24 hours.

**OPERATIONS SECTION:** the Section responsible for all tactical operations at the incident. Includes Branches, Divisions and/or Groups, Task Forces, Strike Teams, Single Resources, and Staging Areas.

**OUT-OF-SERVICE RESOURCES:** resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

**PLANNING MEETING:** a meeting held as needed throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. In larger incidents, the planning meeting is a major element in the development of the Incident Action Plan.

**PLANNING SECTION:** the Section responsible for the collection, evaluation, and dissemination of tactical information related to the incident, and for the preparation and documentation of Incident Action Plans. The Planning Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident. Includes the Situation, Resource, Documentation, and Demobilization Units, as well as, Technical Specialists.

**PROCUREMENT UNIT:** functional unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

**RECORDERS:** individuals within ICS organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics, and Finance/Administration Sections.



**REPORTING LOCATIONS:** locations or facilities where incoming resources can check in at the incident. (See Check-in.)

**RESOURCES:** personnel and equipment available, or potentially available, for assignment to incidents. Resources are described by kind and type (e.g., ground, water, air, etc.) and may be used in tactical support or overhead capabilities at an incident.

**RESOURCES UNIT:** functional unit within the Planning Section responsible for recording the status of resources committed to the incident. The Resources Unit also evaluates resources currently committed to the incident, the impact that additional responding resources will have on the incident, and anticipated resource needs.

**SAFETY OFFICER:** a member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety. The Safety Officer may have assistants.

**SEGMENT:** a geographic area in which a Task Force/Strike Team Leader or Supervisor of a single resource is assigned authority and responsibility for the coordination of resources and implementation of planned tactics. A segment may be a portion of a Division or an area inside or outside the perimeter of an incident. Segments are identified with Arabic numbers.

**SERVICE BRANCH:** a Branch within the Logistics Section responsible for service activities at the incident. Includes the Communications, Medical, and Food Units.

**SITUATION UNIT:** functional unit within the Planning Section responsible for the collection, organization, and analysis of incident status information, and for analysis of the situation as it progresses. Reports to the Planning Section Chief.

**SPAN OF CONTROL:** the supervisory ratio of from three to seven individuals, with five-to-one being optimum.

**STAGING AREA:** Staging Areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. Staging Areas are managed by the Operations Section.

**STRATEGY:** the general plan or direction selected to accomplish incident objectives.

**STRIKE TEAM:** specified combinations of the same kind and type of resources with common communications and a leader.

**SUPERVISOR:** individuals responsible for command of a Division or Group.

**SUPPLY UNIT:** functional unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.

**TACTICAL DIRECTION:** direction given by the Operations Section Chief which includes the tactics appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period.

**TASK FORCE:** a combination of single resources assembled for a particular tactical need with common communications and a leader.

**TECHNICAL SPECIALISTS:** personnel with special skills that can be used anywhere within the ICS organization.

**TEMPORARY FLIGHT RESTRICTION (TFR):** temporary airspace restrictions for non-emergency aircraft in the incident area. TFRs are established by the FAA to ensure aircraft safety and are normally limited to a five-nautical-mile radius and 2000 feet in altitude.

**TIME UNIT:** the functional unit within the Finance/Administration Section responsible for recording time for incident personnel and hired equipment.

**TYPE:** refers to resource capability. A Type 1 resource provides a greater overall capability because of power, size, capacity, etc., than would be found in a Type 2 resource. Resource typing provides managers with additional information in selecting the best resource for the task.

**UNIFIED AREA COMMAND:** a Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See Area Command and Unified Command.)

**UNIFIED COMMAND:** in ICS, Unified Command is a unified team effort which allows all agencies with responsibility for the incident, either geographic or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.

**UNIT:** the organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

**UNITY OF COMMAND:** the concept by which each person within an organization reports to only one designated person.

#### **IV. PROCEDURE:**

##### **A. System Activation Criteria**

1. The Incident Command System shall be used on all critical incidents and its use in day-to-day operations is encouraged. The principals of the ICS will be implemented in any situation that requires command and control of multiple units.
2. The ICS is scalable and only the necessary functions required for the mission should be activated. (Five ICS functions; command, operations, planning, logistics, and finance/administration.) The division of necessary task assignments among functional groups and maintaining an acceptable span of control are the key elements for mission success.
3. Incident Command System Incidents (examples, not limited to):
  - a. Hostage/Barricaded Incidents
  - b. Severe weather
  - c. Hazmat incident
  - d. Railroad accident
  - e. Aircraft disaster
  - f. Major traffic accidents (multiple vehicles)
  - g. Winter storms
  - h. Major fires
  - i. Floods
  - j. Bombs and explosions
  - k. Civil disturbances
  - l. Terrorist activities
  - m. Missing persons
  - n. Parades – (anticipated event)
  - o. Athletic contests – (anticipated event)

**B. Command Protocol**

1. The ICS organizational structure develops in a modular fashion based upon the size and type of incident. The organization's staff builds from the top down with

responsibility and performance placed initially with the Incident Commander. "Top-down" means that, at the very least, the Command function, managed by the Incident Commander, is always established.

2. Specific organizational structure established for any given incident would be based upon management needs of the incident. If one or more of the areas requires management, an individual is named to be responsible for that area.
3. The first arriving Officer assumes the role of the Incident Commander until relieved by higher authority, which will be the first arriving supervisor.
4. The responsible Commander for the Thurmont Police Department will assume command from the supervisor upon arrival on the scene and continuing the process of establishing an ICS structure suitable for the incident.

#### C. Radio Procedures

1. The unit assuming command of the incident shall announce this to Communication: Unit #, Frederick, I'll have command).
2. Communications will acknowledge and the Incident Commander will be referred to in subsequent radio traffic as "Command, followed by Unit #."
3. Anyone assuming command of the incident from the initial or subsequent Incident Commanders shall designate the transfer of command through the same process.
4. After an incident is completed, a roll call and accounting for all assigned units will take place.

#### D. Duties of Initial Responding Officer

1. Perform an initial assessment of the incident.
2. If the incident is of conventional nature, the first on-scene officer 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 Seven critical tasks.
  - a. Assess the situation by answering the following questions:
    - i. What type of incident do I have?
    - ii. Specific location of the incident?

- iii. Number of suspects/victims?
  - iv. Type of weapons?
  - v. Type of hazard? (weapon, chemical, explosive, natural)
  - vi. Type of injuries?
  - vii. Do I need Personal Protection Equipment (PPE)?
- b. Establish “Danger Zone” – immediately identify the area where it may be immediately dangerous to life and health to limit additional exposure and danger.
  - c. Clearly communicate boundaries to responding units.
  - d. Consider terrain, weather conditions, and wind direction.
  - e. No one should be allowed to enter the “Danger Zone” until deemed appropriate by the Incident Commander.
  - f. Notify the responding supervisor of your initial assessment and actions.
  - g. Contain and isolate the scene, establishing an inner containment perimeter to provide a reasonable degree of safety.
  - h. Whenever possible, evacuate occupants of affected residences and businesses to a point beyond the perimeter.
  - i. Avoid direct contact with victims where there are any indications that the victim’s symptoms are as a result of a chemical or biological attack. Examples – unexplained casualties, unusual dead or dying animals, unusual liquid spray, powder or vapor, suspicious packages/devices.
  - j. Use appropriate shielding to address specific hazards. Shielding may include vehicles, buildings, chemical protective clothing, and personal protective equipment.
- E. First Supervisor Notified and/or on the Scene Responsibilities
- 1. The first supervisor notified and/or on the scene will evaluate the situation and confer with the initial responding officer.
  - 2. Ensure the Chief of Police is notified immediately. The Chief of Police or designee will ensure the Mayor and Board of Commissioners are notified.

3. Assume command of the incident, becoming the Incident Commander and notify Communications.
4. Ensure that the initial responding officer's tasks have been accomplished.
5. Establish outer perimeter – used to limit and control access to the inner perimeter. Identify routes of ingress/egress.
6. Ensure Communications is placed on a 10-3 (stop transmitting) mode on Dispatch one, later switching the Operator to Dispatch two, if possible.
7. If not already completed, establish the following and notify all personnel of the location:
  - a. Incident Command Post (ICP)
    - i. Shall be between the inner and outer perimeter. However, depending on the type of incident, it shall not be in line-of-sight with the scene.
    - ii. For short-term incidents, a patrol vehicle may be utilized.
    - iii. For long-term incidents, a mobile command center or an available building may be utilized.
    - iv. Command posts should be protected from hazards/weather.
    - v. If necessary, assign first responding officer to assume incident documentation duties.
  - b. Establish a staging area – the staging area is used to control the deployment of personnel and equipment.
    - i. Establish the staging area outside the inner perimeter. A staging area is never to be within view of the scene.
    - ii. Any uncommitted resources should be assigned to the staging area.
    - iii. In large incidents, assign a unit to respond to the staging area to serve as Staging Area Manager and check in all arriving resources.
  - c. Media Staging Area

- i. A designated area will be established by the Incident Commander or designee.
  - ii. It will be separate from the Command Post.
  - iii. Adequate for handling a large number of reporters.
  - iv. If possible, near telephones.
  - v. Law Enforcement personnel will be advised of the location and will provide security, if available.
  - vi. Representatives of the media will be restricted to the designated area unless otherwise directed by the Incident Commander.
  - vii. Under no circumstances will anyone, either directly or indirectly, give any information concerning the situation to any unauthorized person(s) of the media without proper authorization from the Incident Commander.
  - viii. Coordination of Rumor Control activities rest with the designated Spokesperson for all agencies involved.
- d. Request for Additional Resources
  - i. Assess the need for additional personnel, specialized units, or other agencies.
  - ii. Account for all resources
- e. Span of Control
  - i. 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.
  - ii. For a protracted incident, shift schedules and relief personnel must be established. Shifts shall not exceed 12 hours, and personnel of equal rank shall relieve each position, where possible.
  - iii. 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 are included.

F. Authorized entry to Command Center

1. Access to the Command Center will be limited to persons authorized by the Incident Commander.
2. Emergency Responders, civilian Town of Thurmont employees, and elected officials are issued color-coded identification cards. Access to the Command Center and assignment of responsibilities may be designated by the respective color-coding. The table below depicts color-coding based upon the employee's rank and/or authoritative position for the Town of Thurmont.

<b>Personnel Levels of Authorization</b>		
<b>Color Code on Identification Card</b>	<b>Employee Rank</b>	<b>Authorized Access Level</b>
RED	Command level Police and Fire Employees	Emergency Operations Center
ORANGE	Police Sergeants, Fire Captains, Fire Lieutenants	As need is determined by Emergency Operations Coordinator or Incident Commander
BLUE	Sworn Police & Fire employees	As need is determined by Emergency Operations Coordinator or Incident Commander
YELLOW	Civilian	As need is determined by Emergency Operations Coordinator or Incident Commander
BLACK	Town Commissioners, Town Manager, Department Heads, Emergency Management Coordinator	Emergency Operations Center

G. Unified Command Structure

1. The need for a Unified Command is brought about because incidents have no regard for jurisdictional boundaries. The concept of "Unified Command" simply means that all agencies that have a jurisdictional responsibility for a multi-jurisdictional incident will contribute to the process of:
  - a. Determining overall Incident Action Plan.
  - b. Selection of Strategies.



- c. Ensuring that joint planning for tactical activities are accomplished.
  - d. Ensuring that integrated tactical operations are conducted.
  - e. Making maximum use of all assigned resources.
2. A Unified Command structure would consist of a key responsible official from each Jurisdiction involved or it could consist of several functional departments within a single political jurisdiction.
  3. Common objectives and strategies for major multi-jurisdictional incidents should be written. The objectives and strategies (Incident Action Plan) the guide the mission of the ICS. The implementation of the Incident Action Plan will be accomplished under the direction of a single individual-the Incident Commander.

#### H. Action Plan

Every incident requires some form of an action plan. For small incidents of short duration, the plan need not be written. The following are examples of when written action plans should be used:

1. When resources from multiple agencies are being used.
2. When several jurisdictions are involved.
3. When the incident will require change in shifts of personnel and/or equipment.

The Incident Commander will establish goals and determine strategies for the incident based upon the size, seriousness and scope of the incident. When a Unified Command structure has been implemented, incident objectives must adequately reflect the policy and requirements of all jurisdictional agencies. The action plan for the incident should cover all tactical and support activities for the operational period.

#### I. Resource Management

1. Incident Commander
  - a. The Incident Commander is charged with the overall responsibility for all Incident activities, including the development and implementation of the Incident Action Plan and approval and releasing of resources.
  - b. Normally the first responding officer to the scene will assume the role of Incident Commander and if relieved, will be reassigned to another position.

- c. The Incident Commander checklist:
  - i. Assume Command of the scene.
  - ii. Appoint an OIC to assume duties of the Street Supervisor.
  - iii. Assess the incident using all available information that is provided by members of the Police and Fire Departments, the public and other governmental officials that are available.
  - iv. Ensure that all notifications are made to Town and Department personnel.
  - v. Determine if additional manpower is needed, if so request dispatch to notify off-duty personnel.
  - vi. Determine the need for mutual aid and request same.
  - vii. Direct the establishment of a perimeter, if not already done.
  - viii. Establish a Command Post.
  - ix. Determine whether a unified Command structure with assisting agencies is necessary.
  - x. Conduct initial briefings of Command Officers.
  - xi. Continually review and update the Incident Action Plan with staff.
- d. The ICS builds from the top down, with responsibility placed on the Incident Commander. If that individual can simultaneously manage functional areas (command, operations, planning, logistics, and finance/administration), no further expansion of ICS is required. If the need exists the Incident Commander can create one or more of these command or general staff positions.
  - i. Command
    - 1. Safety Officer
    - 2. Liaison Officer
    - 3. Information Officer
  - ii. General Staff
    - 1. Operations Section Chief
    - 2. Logistics Section Chief

3. Planning Section Chief
  4. Administration/Finance Section Chief
- iii. Each Section may be broken down based on safety and/or span of control issues (3-7 per supervisor) by the Incident Commander or Section Chief into the following:
1. Group/Unit – The organizational level having responsibility for a specified functional assignment at an incident. Groups are located within the Operations Section while Units are found within Planning, Logistics, and Finance/Administration Sections. A Group Supervisor manages a Group while Units are managed by Unit Leaders.
  2. Branch – An organizational level having functional or geographic responsibility for major parts of incident operations. Geographic Branches resolve span of control issues, while functional branches manage functions (Law Enforcement, Fire, EMS, etc.) The Branch Level is the organizational level between Groups/Units and the Section level. A Branch is managed by a Branch Director.
- iv. The Incident Commander may delegate functional authority, but retains ultimate responsibility for the incident.
- v. During a critical incident the delegated rank of the Incident Commander shall take precedence over the day-to-day rank structure of the agency.
2. Deputy Incident Commander
- a. The Deputy Incident Commander will be a member of the Command Staff. The Deputy Incident Commander (DIC) is appointed to assist the Incident Commander for a major event. In the absence of the Incident Commander the Deputy will assume interim Command.
  - b. Deputy Incident Commander checklist:
    - i. Obtain briefing from the Incident Commander.
    - ii. Assist the Incident Commander with the formulation of the incident action plan.
    - iii. Assume interim Command when the IC is unavailable or absent from the command Post.

- iv. Verify execution of Incident Commander's directives and compliance with the Incident Action Plan.
- v. Assure that all Command Post personnel function in their specific role.
- vi. Assure the smooth flow of information throughout the Command Post operations.
- vii. Request that participating agencies provide liaison personnel or agency representatives to the Command Post when appropriate.
- viii. Review situation or status reports, journals and other data for accuracy and completeness.
- ix. Ensure all unit logs are submitted to the Incident Commander in a timely manner.

### 3. Duties of the Incident Command Staff

#### a. Safety Officer

- i. reports directly to the Incident Commander.
- ii. Responsible for the monitoring and assessing safety hazards or unsafe conditions. Develops measures for ensuring personnel safety.

#### b. Liaison Officer

- i. The Liaison Officer is a member of the Command Staff and is responsible for initiating Mutual Aid agreements. The Liaison Officer serves as the point of contact for assisting and cooperating agencies. This could include agency representatives and other jurisdictions in which mutual aid agreements are initiated, i.e., fire, EMS, public works, etc.
- ii. Liaison Officer Checklist:
  - 1. obtain briefing from the Incident Commander
  - 2. provide a point of contact for assisting mutual aid Agency Representatives.
  - 3. identify agency representatives from each jurisdiction including communications link and location of all personnel assigned to assist with the incident.
  - 4. handle requests from Command post personnel for inter-

organizational contacts.

5. monitor incident operations to identify current or potential inter-organizational conflicts or problems.
6. provide information to appropriate Governmental agencies.
7. maintain an activity log.
8. reports directly to the Incident Commander

c. Media Officer

i. the Public Information Officer is a member of the Command Staff and is responsible for the formulation and release of information regarding the incident to the news media and other appropriate agencies and personnel.

ii. Media Officer checklist:

1. obtain briefing from the Incident Commander.
2. establish a single and separate incident information briefing center, if possible.
3. obtain copies of all media releases pertaining to the incident.
4. prepare information summary on media coverage's for specific Command Post personnel.
5. consult with the Incident Commander prior to the release of information to the news media.
6. provide press briefings and news releases as appropriate. Post all news releases in Command Post for review.
7. Arrange for meetings between news media and incident personnel after consulting with the Incident Commander.
8. Provide escort services to the media and other officials as necessary.
9. Maintain a log of all activities.

d. The Operations Section

i. Duties of the Operations Section

1. The operations section is responsible for all tactical operations at the incident scene.
- ii. The Operations Section Chief
  1. reports directly to the Incident Commander
  2. activates and supervises organizational elements in accordance with the Incident Action Plan and directs its execution.
  3. coordinates tactics requests/releases resources, makes expedient changes to the Incident Action Plan and reports actions to the Incidents Commander.
- iii. The Operations Section Chief may establish one or more of the following groups to maintain span of control. Groups may be established based on an operational need or function.
  1. Intelligence Group
  2. Staging Group
  3. Traffic Group
  4. Investigations Group
  5. Tactical Group
  6. Security Group

## **MAJOR ORGANIZATIONAL ELEMENTS OF OPERATIONS SECTION**

- e. The Logistics Section
  - i. The duties of the Logistics Section

1. to provide facilities, services, and materials for the incident

ii. The Logistics Section Chief

1. reports directly to the Incident Commander
2. responsible for providing services and material in support of the incident and participates in the development and implementation of the Incident Action Plan.

iv. The Logistics Section is made up of the following Units

1. Supply Unit – Orders equipment and supplies, receiving and storing all supplies for the incident, maintaining an inventory of supplies, and providing maintenance service to resources.
2. Food Unit – procures adequate supplies to meet feeding requirements for responders.
3. Communications Unit – develops plans for the effective use of incident communications equipment. Distributes communications equipment and maintains operability of communications equipment.
4. Medical Unit – develops Medical Emergency Plan and provides medical treatment to incident personnel.
5. Ground Support Unit – responsible for fueling and maintenance of vehicles and the transportation of personnel and supplies.
6. Facilities Unit – responsible for providing fixed facilities for the incident. May include incident base, feeding areas, sleeping areas, sanitary facilities, etc.

f. The Planning Section

i. The duties of the Planning Section

1. To collect, evaluate, and disseminate tactical information related to the incident, and for the preparation and documentation of Incident Action Plans. This section also maintains information on current and forecasted situation and the status of resources assigned to the incident.

ii. The Planning Section is made up of the following units.

1. Situation Unit – responsible for the collection, organization, and analysis of incident status information and for the analysis of the situation as it progresses.
2. Documentation Unit – responsible for collecting, recording, and safeguarding documents related to the incident.
3. Resource Unit – responsible for establishing check-in procedures for personnel 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.
4. Demobilization Unit – responsible for assuring orderly, safe and efficient demobilization of incident resources.

iii. Planning and Intelligence Officer Checklist:

1. responsible for deploying personnel to gather and assess intelligence information.
2. responsible for providing intelligence information relating to specific hazardous locations and for individuals advocating and/or participating in violations of the law.
3. responsible for obtaining photographs, sound and video/recordings of the incident where appropriate and assist command post personnel in developing operational response plan.
4. monitor all television and radio broadcasts related to the incident.
5. assess and prepare estimations of factors effecting escalation and at the request of the Incident Commander, perform field observations such as identification of high-risk locations/identification of persons/incident





personnel and hired equipment.

3. Cost Unit – responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.
4. Compensation/Claims Unit – responsible for preparing the processing of all forms required in the event of injury or death to a person at the incident. Also gathers evidence and prepares documents for any event involving damage to public or private property which could result in a claim against the agency.

h. Operations Dispatcher

i. At the discretion of the Incident Commander, an Operations Dispatcher may be designated to assist the Operations and will serve as Communications Coordinator for radio and telephone traffic at the Command Post.

ii. Operations Dispatcher checklist:

1. serve as Communications Coordinator for radio and telephone traffic for Field Operations.
2. direct field units by radio or telephone as authorized by the Incident Commander.
3. coordinate communications activities with other operational agencies involved.
4. maintain a personnel and vehicle status board to assist the Incident Commander. Monitor deployment of and depletion of personnel and vehicles and advise Command.

i. Agency/Department Representatives

- i. Agency Representative should be Command Personnel. They report to the Liaison Officer, or in the absence of a Liaison Officer, report directly to the Incident Commander. They are assigned to the Command Post from another agency and are vested with full authority to make decisions on all matters affecting the activities of the agency represented. Only one representative from each agency involved should be assigned to the Command Post.
- ii. Agency/Department Representatives Checklist:
  1. receive briefing from the Liaison Officer or Incident Commander.
  2. assist with the development or implementation of the Incident Action Plan as appropriate.
  3. assist and cooperate with all Command Post personnel in matters regarding their agency's involvement.
  4. monitor the well being and safety of their agency's personnel assigned.
  5. advise the Liaison Officer of special requirements of their agency.
  6. report periodically to their agency on incident status.
  7. participate and assist in demobilization planning. Ensure that all personnel and equipment are accounted for and that all reports are completed prior to leaving the Command Post.

## **V. POST INCIDENT REPORTS**

- A. All Supervisors involved will submit a report to the Chief of Police, with a copy to the Incident Commander, via the Chain of Command, outlining the actions taken.
- B. In addition to the required Offense/Incident reports the Incident Commander will complete a written summary of the incident, which will include at minimum:
  1. The first indications of impending disaster (if any).
  2. When required Departmental notifications were made.
  3. The number of Department personnel required to handle the disaster.
  4. The level of response required (if any) of mutual aid departments.
  5. The identification of assigned key personnel during the disaster.
  6. What special equipment was required (if any).

7. The identification of any special issues/problems.
8. Cost calculations.
9. Recommendations for any improvements to future events.

## **VI. DE-MOBILIZATION/DE-ESCALATION**

### **A. De-Mobilization**

1. Mobilized personnel will be demobilized as soon as practical and returned to regular work shifts. Direction will be provided by the Incident Commander or designee.

### **B. De-Escalation**

1. De-escalation process will be the responsibility of the Incident Commander or designee, who will ensure that the following measures taken:
  - a. All personnel engaged in the incident shall be accounted for and an assessment made of personal injuries.
  - b. All necessary personnel are debriefed as required.
  - c. Witnesses, suspects and others interviewed or interrogated.
  - d. All written reports are completed as soon as possible following the incident to include a comprehensive documentation of the basis for and the officer's response to the incident.
  - e. The initial report of the incident shall be the responsibility of the officer first assigned to the incident.
  - f. Supplemental reports will be submitted by all participating personnel outlining their assignments.
  - g. Assist in damage assessment.
  - h. Assist in the return home of evacuees.
  - i. Maintain records of all financial expenditures and the use of law enforcement resources to include overtime hours.
  - j. Will perform a post-incident evaluation to evaluate response and discuss what went well and what can be changed in the future.

- k. Will identify those individuals worthy of recognition for outstanding and/or heroic actions, and will design the ceremony and awards to be given.
- C. Psychological Issues – The Incident Commander or designee will ensure debriefings are handled by experienced counselors within 24 – 72 hours after their involvement with the incident.
  - 1. Emergency responders may suffer from stress-related ailments such as insomnia, depression, anger, headaches and ulcers.
  - 2. Debriefings serve as an opportunity for individuals to express their thoughts and feeling about what happened and how it was handled. It is also an alert to employers that employees may suffer from Posttraumatic Stress Disorder, which would result in follow-up counseling.
  - 3. Assistance may be provided by the Employee’s Assistance Program, Police psychologists, chaplains, and private psychiatrists and psychologists.

## **VII. INCIDENT COMMAND SYSTEM TRAINING**

- A. The Deputy Chief of Police will be responsible for scheduling the annual training for selected personnel. The annual training may include tabletop scenarios, simulated drills, or multi-agency exercises.
- B. The Deputy Chief of Police will complete an analysis of incidents and training effectiveness annually to be submitted to the Chief of Police. The analysis will include at a minimum:
  - 1. A review of all incidents during the past year for which the Incident Command System was implemented (including successes, failures and Recommendations made in after-action reports.
  - 2. A review of all training completed by Department personnel on the Incident Command System and any suggestions from training participants for training improvements.
  - 3. An analysis of any weaknesses in Incident Command System training and their effect on the successful or unsuccessful resolution of any incidents.
  - 4. Suggestions for changes to Incident Command System training to improve its effectiveness.

## **VIII. COMPLIANCE**

- A. It is the responsibility of all Officers, Supervisors and Administrative Personnel to comply

with all sections of this directive.

**ATTACHMENTS:**

**DOCUMENT DATES:**

*Amended Date:*

*Review Date:*

*Review Date:*

*Review Date:*

*Rescinds:*

*Order Written by: Sgt Shawn R. Tyler, Chief Gregory L. Eyer*  
*Order Edited and Approved by: Chief Gregory L. Eyer*

*CALEA Standard Included in this Order:*  
*Chapter 46*