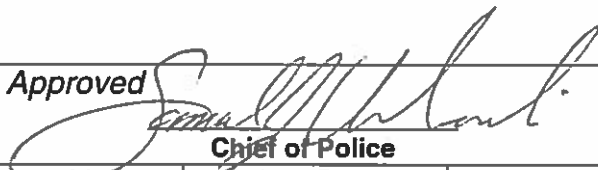


LANCASTER POLICE DEPARTMENT
GENERAL ORDERS MANUAL

<i>Effective Date</i> September 2, 2015		<i>Amended Date</i>		<i>Directive</i> 8.03.1	
<i>Subject</i> Incident Command System					
<i>Reference</i>			<i>Approved</i>  Chief of Police		
<i>Distribution</i> All Personnel City Manager City Attorney		<i>TPCA Best Practices Recognition Program Reference</i> 8.08		<i>Review Date</i> July 5, 2017	
				<i>Pages</i> 11	

This Operations Directive is for internal use only and does not enhance an officer's civil or criminal liability in any way. It should not be construed as a creation of a higher standard of safety or care in an evidentiary sense, with respect to third party claims. Violations of this Operations Directive, if proven, may only form the basis for a complaint by this Department, and only in a non-judicial administrative setting.

SECTION 1 PURPOSE

This directive provides guidelines for the use of the Incident Command System (ICS) and graphically demonstrates the organizational structure during its use.

SECTION 2 POLICY

The Lancaster Police Department is the municipal agency concerned with the preservation of life, the protection of property and the enforcement of laws in the City of Lancaster. During certain incidents, the magnitude of the police response is so large that a standardized command system must be utilized. The ICS will provide for uniform communication, operational and tactical planning methodology and ensure operational efficiency during any police operation.

SECTION 3 DEFINITIONS

- A. **Agency Representative:** is an individual from an assisting agency designated as point of contact with the liaison officer and who has been delegated authority to make decisions pertaining to that agency.
- B. **Branch:** is an organizational level having functional or geographical responsibility for major segments of incident operations. The Branch level is the organizational level between Command Post/Staff and Division/Group.
- C. **Command Post:** is the location from which all incident operations are directed by Command Staff. The command post may be mobile or a room in a building.
- D. **Division:** is an organizational level having responsibility for operations within a defined geographical area. The Division level is the organizational level between the Single Resource, Task Force or Strike Force and the Branch.
- E. **Group:** is an organizational level having responsibility for a specified functional assignment at an incident. A group officer manages a group.

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- F. **Incident Commander (IC):** is the person who has complete authority for conducting the overall operation.
- G. **Lead Agency:** is the agency that is in charge of the overall incident as indicated by the Emergency Operations Plan. The lead agency will provide the Incident Commander.
- H. **Liaison Officer:** is the individual designated to serve as the point of contact with other participating agencies. This person provides interface between lead agency and others.
- I. **Staging Area:** is the location where incident personnel and equipment are assigned on an immediately available status. Equipment and personnel will be held at the staging area until called for at the emergency site by the command post.
- J. **Strike Team:** is a five-member team that is made up of the same kind and type of resources, with common communications and a leader.
- K. **Task Force:** is a group of any type and kind of resources with common communications and a leader temporarily assembled for a specific mission.

SECTION 4 PROCEDURES

A. Application

1. The Incident Command System (ICS) used by the Police Department and the city shall be modeled on the National Incident Management System (NIMS).
2. The ICS provides police personnel with a dynamic command structure for major incidents that could possibly require assistance from other city departments, as well as, surrounding agencies. The ICS should be used in all major incidents and especially in the following:
 - a. Bomb Threats
 - b. Civil Unrest
 - c. Evacuations
 - d. Fallen Aircraft
 - e. Flooding and other Natural Disasters
 - f. Hazardous Materials Incidents
 - g. Hostage Situations and Barricaded Persons
 - h. Mass Arrest Incidents
 - i. Mass Casualty Incidents

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- j. Terrorist Incidents
 - k. Tornado Response
- B. Primary Command Responsibilities**
1. Under the City of Lancaster Emergency Operations Plan (Plan) the Police Department has the primary responsibility for incident command, evacuations, and law enforcement.
 2. The Police Department has secondary responsibility under the Plan for: warnings, shelter, public information, damage assessment, emergency operations center (EOC), and hazard mitigation. The lead agencies will use ICS.
- C. Operational Control**
1. At any incident where ICS is being used an Incident Commander (IC) will be designated according to the principles of ICS. The IC will not necessarily be the highest ranking command personnel but the most qualified.
 2. The IC will be responsible for command, control and tactical functions of the incident. The incident command post will be staffed and operated by trained personnel from any department or agency and could involve personnel from a variety of outside agencies.
- D. Management Principles**
1. Manageable Span of Control
 - a. The span of control of any individual with emergency management responsibility is five under optimum conditions.
 - b. When the span of control exceeds five, additional supervisory levels should be added. When the span of control exceeds seven, the volume of incoming information becomes unmanageable and supervisory control is reduced.
 2. Unified Command Structure
 - a. Unified Command Structure affects command of police personnel in two ways:
 - i. Police personnel should only receive orders from one superior. An employee who receives conflicting orders should follow the conflicting order and inform the issuing supervisor of the conflict. The issuing supervisor is responsible for informing the IC of the change in assignment.
 - ii. Operations that require agencies in addition to the Police Department, including other city, state, or federal agencies, should include all agencies in determining incident objectives, selecting strategies, planning tactical activities, integrating tactical activities and maximizing the use of available resources.

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- b. The IC will make final decisions and issue orders for implementation and the Operations Commander will implement the action plans.

E. Direction and Control

1. Command supervision is required at all incidents where ICS is utilized.
2. No freelancing: "Freelancing" is the undirected efforts of a supervisor and his personnel that may be in direct conflict with the strategy held by the IC. Freelancing by supervisory personnel involved in an ICS incident prevents coordination towards a common goal and hinders the safety of employees involved in the incident. Emergency action for the preservation of life requiring personnel to leave their post is acceptable after the IC has been notified.

F. Consolidated Action Plan

1. Every incident shall have some form of an action plan. Small incidents may only require directions from the IC and may not require a written action plan.
2. An action plan must be written if:
 - a. resources from multiple agencies are being used;
 - b. several jurisdictions are involved; or
 - c. the incident requires changes in shifts of personnel and/or equipment
3. The action plan should cover all tactical and support activities.

G. Comprehensive Resource Management

1. Resources may be managed in three different ways, depending on the needs of the incident.
 - a. Single Resources - Individual armored personnel carriers, engines, bulldozer crews, etc., that will be assigned as primary tactical units.
 - b. Task Forces - Any combination of resources temporarily assembled for a specific mission. All resource elements in a Task Force must have common communications provided by the lead agency and a leader.
 - c. Strike Teams - A set of number of resources of the same kind and type, which have an established number of personnel.

H. Predesignated Incident Facilities

1. The IC or other section supervisor, based on the requirements of the incident, may designate facilities to be established around the area. These include the command post, aircraft landing site, staging area and rehabilitation area.

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I. Integrated Communication

1. Communications at major incidents are managed through an incident- based communications center and a communications plan established for the use of command as well as tactical and support resources assigned to the incident.

SECTION 5 INCIDENT COMMAND SYSTEM (ICS) MODULAR ORGANIZATION AND COMMAND POSITION RESPONSIBILITIES

- A. As designed, the ICS can be expanded in a modular fashion based upon the type and magnitude of an incident. The organization's staff builds from the top down with responsibility placed on the IC. As the need develops, separate groups can be established, such as Operations, Planning, Logistics and Finance.
- B. The organizational structure selected for a particular incident will depend upon the management needs of the incident. If one individual can simultaneously manage all major functional areas, no further organization will be required. If one or more of the areas requires independent management, the IC will assign an individual to that area. ICS is not intended to establish an elaborate command structure for minor incidents.
- C. The basic ICS organization will consist of an IC at the planning and strategy level and subordinate functional positions at the control level. The control, tactical and task levels will be sectored and divided into manageable units.
- D. Incident Commander (IC)
 1. Assess incident priorities;
 - a. life, safety; i.e. actions to prevent further injury;
 - b. incident stabilization;
 - c. protect and preserve property
 2. Determine strategic goals and tactical objectives;
 3. Develop, or approve, and implement an incident action plan;
 4. Develop an incident command structure appropriate for the incident;
 5. Assess resource needs and take appropriate action to acquire them;
 6. Coordinate overall emergency activities and ensure effective utilization of resources;
 7. Delegate operational responsibilities;
 8. Coordinate the activities of supporting agencies;

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9. Direct the release of information to the media;
10. May request a unified command structure be established as explained in section GO 653.04D.2.

E. Senior Advisor

1. Act in supportive manner as needed. Confer with the IC.
2. Lend necessary authority to expedite accomplishment of tasks, etc.;
3. Assist the IC by suggesting alternative courses of action, strategies and tactics;
4. Secure resources;
 - a. provide necessary interface with visiting officials;
 - b. assist with media management

F. Liaison Officer

1. Point of contact for supporting agencies (agency representatives);
2. Liaison Officer designated will be designated when it is apparent that a high volume of requests for direction, information, etc. will distract the IC;
3. Coordinate the management of supporting agencies;
4. Eliminate the duplication of effort, assign appropriate roles and maximize effectiveness.

G. Information Officer

1. Release Information that is authorized by the IC;
2. Disseminate media alert announcements as instructed by the IC;
3. Establish a media staging area;
4. Schedule regular press briefings in protracted incidents;

H. Safety Officer

1. Monitor and assess the safety hazards and unsafe situations;
2. Develop measures to ensure personnel safety;
3. Inform the IC of present problems and potential hazards;
4. Has the authority to bypass the chain of command to stop or prevent unsafe acts immediately;

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5. Must always inform the IC of any actions taken.

I. Operations Officer

1. Direct and coordinate all tactical operations;
2. Assist IC in developing strategic goals and tactical objectives;
3. Develop operational plans;
4. Request or release resources through the IC;
5. Consult with the IC concerning the incident action plan;
6. Inform and update the IC of situational changes and resource status.

J. Planning Officer

1. Assess present circumstances and project most likely course of events or outcomes;
2. Collect and evaluate information pertaining to the incident and resources;
3. Disseminate information to the IC, Operations Officer, etc.;
4. Assist with the development of the incident action plan;
5. Modify the action plan in response to changing conditions;
6. Anticipate changing resource needs;
7. Prepare contingent strategic and tactical options, based on the incident's potential;
8. Assist or enable the IC to manage in a proactive manner;
9. Document the incident;
10. Develop a demobilization or de-escalation plan;
11. Obtain relevant maps, floor plans and other documents;
12. Provide for display of status information and situation boards at the command post.

K. Logistics Officer

1. Manage the service and material resources required by the incident;

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2. Develop an incident communications plan, as necessary, to ensure adequate communications with supporting units;
3. Provide for replacement equipment as needed, including radios;
4. Provide for relief personnel and other staffing as needed;
5. Locate and arrange for the use of facilities;
6. Provide for necessary supplies and refueling;
7. Provide for required maintenance of equipment;
8. Provide for photocopying of maps, flyers, etc.

L. Finance Officer

1. Document all incident costs for future payment and/or reimbursement;
2. Track time of personnel involved in the incident;
3. Document delivery and in-service times of rented equipment;
4. Recommend appropriate cost saving measures to the IC.

M. Staging Officer

1. Manage all staging area activities designated;
2. Establish staging area and location;
3. Establish a check-in procedure;
4. Advise and brief personnel in response to manpower requests.

SECTION 6 PERSONNEL ASSIGNED TO STAFF POSITIONS

A. Incident Commander (IC)

1. The IC will typically be in the following order of succession in the Police Department:
 - a. First officer on-scene;
 - b. First supervisor on-scene;
 - c. Patrol Division commander;
 - d. Emergency Response Team commander;

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- e. Operations Division Assistant Chief of Police;
 - f. Chief of Police
- B. Senior Advisor**
- 1. The Senior Advisor can be any command level officer. The bureau commander or bureau chief may report to the field command post and assume the role of Senior Advisor, at the person's discretion.
- C. Liaison Officer**
- 1. When outside law enforcement agencies are involved in a major incident, the Criminal Investigations Division will provide a Liaison Officer whenever possible. If the Criminal Investigation Division is unable to provide a Liaison Officer, the IC will designate a Liaison Officer.
- D. Media Relations Officer**
- 1. The City of Lancaster Public Information Officer shall act as the Media Relations Officer.
- E. Operations Officer**
- 1. During a major incident, the Emergency Response Team commander will be the Operations Officer. If an incident escalates, the Operations Division Assistant Chief of Police will relinquish the IC position and become the Operations Officer. In that case, the Emergency Response Team commander will become the inner Perimeter Commander.
- F. Planning Officer**
- 1. The Emergency Response Team will provide a Planning Officer. In the event that the Emergency Response Team is unable to provide a planning officer, the IC will designate the Planning Officer.
- G. Logistics Officer**
- 1. The Support Division will provide a logistics officer. In the event that the Support Division is unable to provide a Logistics Officer, the IC will designate a Logistics Officer.
- H. Finance Officer**
- 1. The Police Administration will provide a Finance Officer. In the event that Police Administration is unable to provide a Finance Officer, the IC will designate a Finance Officer.
- I. Staging Officer**
- 1. The Patrol Division will provide a Staging Officer. In the event that the Patrol Division is unable to provide a Staging Officer, the IC will designate a Staging Officer.

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SECTION 7 PERSONNEL ACCOUNTABILITY PROCEDURES

- A. Personnel accountability at an emergency scene is an essential element of the ICS. The knowledge of where emergency personnel are located is primary to the successful conclusion of an ICS incident. Personnel accountability requires a personal commitment to safety by all members of the department.
- B. A comprehensive system of personnel accountability will be maintained by the Emergency Response Team to ensure the safety and protection of all employees involved in an ICS incident. The Emergency Response Team will forward personnel accountability procedures to all watch commanders.

SECTION 8 TOOLS OF COMMAND POST (CP) AND FUNCTION

A. Location

- 1. The Command Post (CP) serves as the location for command, the tactical and communications control center for an emergency incident. The CP should be located close to the incident unless the magnitude of the incident calls for the operation of the emergency operations center (EOC).
- 2. When the EOC is in operation, the command post that is on-scene will be referred to as the field command post.

B. Command Post Requirements

- 1. The CP requires sufficient space for the IC, the Incident Command Staff and personnel from other city departments and outside agencies.

C. Communications

- 1. Radios available in the CP must be capable of communicating with personnel involved in operations, as well as, responders from other city departments and outside agencies.
- 2. The Police Department will be responsible for providing a communications link to other agencies when the Police Department is the lead agency.
- 3. Telephones and alternate power sources must be accessible from the CP.

D. Tactical Work Boards

- 1. Tactical work boards provide a common system for building and tracking an attack plan, personnel, staging equipment, assignments and support resources.

SECTION 9 DE-ESCALATION OF AN INCIDENT COMMAND INCIDENT

A. Accountability of Personnel

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1. Supervisors will be responsible for accounting for all personnel under their control at the conclusion of police operations. In the event that personnel are not immediately located, the supervisor will notify the Operations Branch Commander.
2. The Operations Branch Commander will then begin formulating a search plan for the missing personnel.

B. Accountability of Equipment

1. Supervisors will be responsible for accounting for equipment issued to personnel under their command.
2. Supervisors will ensure that all equipment is turned in and accounted for before they are relieved of duty.

C. After-Action Critiques

1. The Chief of Police will conduct a critique with the command personnel after major incidents. The IC will conduct a critique with the ICS staff. (TPCA 8.08)

B. After-Action Reports (TPCA 8.08)

1. The Operations Division Assistant Chief of Police will prepare an after-action report that will contain:
 - a. a list of major incidents that occurred during the operation and the time they occurred;
 - b. the positive points of the operation(s);
 - c. the areas of operation(s) that could be improved;
 - d. recommendations that could improve the Police Department's response to major incidents
2. The after-action report will be forwarded to the Chief of Police within thirty (30) calendar days of the conclusion of the event.

C. POST-INCIDENT TRAUMA

1. Personnel involved in a major incident can be subjected to severe trauma. Major incidents that involve heavy loss of life can have a large impact on personnel. Supervisors should monitor the personnel under their command and provide them access to support services when needed.

D. SCOPE OF RESPONSIBILITY

1. All members of the department shall know and comply with all aspects of this directive.
2. All Division Commanders and supervisory personnel are responsible for ensuring compliance with the provisions and intent of this directive.