CONCORD POLICE DEPARTMENT
GENERAL ORDER

INCIDENT COMMAND SYSTEM

GENERAL ORDER: 05.02	**CREATED:** September 13, 2021	**ISSUE DATE:** August 4, 2026
CALEA 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 **NCLEA STANDARDS:** 07.01,		**EFFECTIVE DATE:** August 4, 2026
ACTION: Amends general order dated October 7, 2025.		

05.02.0 PURPOSE

The purpose of this general order is to establish a systematic and logical plan for police response to all hazards, including critical and high-risk incidents, utilizing the Incident Command System (ICS).

05.02.1 POLICY

It shall be the policy of the Concord Police Department to utilize the Incident Command System to coordinate the efforts of multiple departmental divisions or outside agencies as they work toward the common goal of stabilizing an incident.

05.02.2 DEFINITIONS

A. ALL HAZARDS PLAN

For purposes of this general order, the City of Concord's Emergency Operation Plan serves as an All Hazards Plan which includes a framework for the City of Concord to use in performing emergency functions before, during, and after an emergency event, natural disaster or technological incident.

B. COMMAND AUTHORITY

The authority to assume command of any particular situation depends primarily on the area of expertise of the individual and agency. For law enforcement events, the "command" of the event typically begins with the initial "first responder" to arrive on the scene and is transferred as supervisory personnel begin arriving.

1. There may be events (fires, chemical spills, etc.) where another agency may be in command, such as the Fire Department or EMS. In these instances, the Police Department's Incident Commander shall report to the individual designated as leading the Unified Command and shall advise what police department resources are on-scene and available.

2. After Incident Command has been established and it is determined that another city department or an outside agency is in charge, the police department's representative(s) shall relinquish command to the Incident Commander, shall continue to interact with the Incident Commander, and shall function within the Unified Command framework.

C. COMMAND POST (CP)

The location at which the primary tactical-level and on-scene incident command functions are performed.

D. EMERGENCY OPERATIONS CENTER (EOC)

The physical location at which the coordination of information and resources to support event management activities normally takes place.

E. INCIDENT COMMAND SYSTEM (ICS)

The model tool for command, control and coordination of a response to a specific incident, ICS provides a means to coordinate the response efforts toward mitigation of an incident.

F. INCIDENT ACTION PLAN (IAP)

The overall incident objectives and strategies shall be established by the Incident Commander or the Unified Command personnel. The IAP addresses tactical objectives and support activities for one operational period, this is generally coordinated to run in twelve (12) to twenty-four (24) hours. The IAP is developed utilizing ICS standardized forms, preferably in a written format. In emergency situations, an IAP can be delivered through verbal communications.

G. NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

Provides a consistent nationwide approach for federal, state, tribal, and local governments to work effectively and efficiently together to prepare for, prevent, respond to and recover from domestic incidents, regardless of cause, size, or complexity.

H. SIGNIFICANT EVENT

Any critical incident, high risk incident or special event:

1. CRITICAL INCIDENT

   Any civil disturbance, man-made disaster, natural disaster or other similar incident that requires a police response outside the scope of normal patrol operations.

2. HIGH-RISK INCIDENT

   Any spontaneous incident endangering the life or safety of an officer or citizen resulting from one of the following or a similar situation:

   a. Barricaded Subject: A person who is a threat to the safety of him or herself, others, and/or the property of others who, after the commission of a crime, attempts to avoid apprehension by taking refuge in a fortified location;

   b. Hostage Situation: An incident in which an individual or a group of individuals takes hostages and attempts to use them to escape, to gain notoriety, or to acquire something of value;

c. Suicidal Subject: A person who is a threat to their own safety and who refuses to cooperate with attempts to provide mental health or other appropriate services.

3. SPECIAL EVENT

Any event, public or privately sponsored, that is planned in advance, has the potential to impact public safety, and is expected to require resources beyond the scope of normal operations of the department. This typically includes, but is not limited to, athletic events, large-scale gatherings, parades, and public demonstrations.

I. UNIFIED COMMAND

A crucial element in multijurisdictional or a multiagency incident management. A Unified Command provides guidelines to enable all agencies with different legal, geographical, and functional responsibilities to manage an incident by establishing a common set of objectives and strategies. This is accomplished without relinquishing agency authority, autonomy, or accountability.

05.02.3 ICS INCIDENT TYPES

CPD shall operate under the ICS in the following circumstances:

A. Emergency situations where the City of Concord's Emergency Operations Plan (EOP) is utilized;

B. Situations where a departmental response is required under the EOP;

C. Situations involving personnel from multiple divisions and units where the event is expected to last longer than twenty-four (24) hours;

D. Situations requiring coordination with outside agencies;

E. Critical Incidents that require activation of the City of Concord's Mobile Command Unit;

F. Other situations where the ICS would prove beneficial.

05.02.4 INCIDENT COMMAND SYSTEM FUNCTIONS

The Incident Command System is comprised of five major functions. All or some of these component functions may be activated and utilized as the situation dictates. The Operations Bureau Division commander or designee shall be responsible for planning, coordinating and implementing orderly mobilization procedures during unusual occurrences requiring emergency operations. If the Operations Bureau Division commander is not available, another command level officer will be designated.

A. COMMAND FUNCTION

The command function has overall responsibility and authority for the event that he or she is assigned to. Although other functions may be left unfilled in the Command area, there will always be an Incident Commander (IC). Command level officers shall be appointed by the IC to the following assignments:

1. PIO Officer is the primary source of information and contact for all media outlets and the public to share event information.

2. Safety Officer is tasked with the monitoring of the incident operations and shall advise the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responders.

3. Liaison Officer is the point of contact for all involved agencies.

4. At a minimum, the Incident Commander shall address the following, if necessary:

   a. Activating the incident command system;

   b. Establishing a command post;

   c. Initiating the notification and mobilization of additional personnel and/or requesting support from other agencies;

   d. Obtaining support from other agencies;

   e. Establishing a unified command;

   f. Establishing a staging area;

   g. Providing for public information and maintaining media relations;

   h. Maintaining the safety of all affected personnel;

   i. Preparing a documented after-action report.

5. Appointing command level officers to General Staff assignments, which may include the following duties:

   a. Operations Section Chief;

   b. Planning and Intelligence Section Chief;

   c. Logistics Section Chief;

   d. Finance Chief and the Administrative Chief.

B. OPERATIONS FUNCTION

The operations function is responsible for the direct management of all incident related operational activities and personnel.

1. Divisions and groups are established within the Operations Section by the IC when the number of resources exceeds the Operations Section Chief's manageable span of control.

   a. Divisions define physical or geographical areas of operation within the incident area.

   b. Groups define functional areas of operation for the incident such as rescue, law enforcement, or fire.

2. At a minimum, the operations function shall address the following, if necessary:

   a. Establishing perimeters;

   b. Conducting evacuations;

   c. Maintaining command post and scene security;

   d. Providing for detainee transportation, processing, and confinement;

   e. Directing and controlling traffic; and

   f. Conducting post-incident investigations

C. PLANNING FUNCTION

The planning function is responsible for collecting, evaluating, and disseminating tactical information pertaining to the incident. This section maintains information and intelligence on the current and forecasted situation, as well as the status of resources assigned to the incident. At a minimum, the Planning function shall address the following, if necessary:

1. Preparing a documented Incident Action Plan;

2. Gathering and disseminate information and intelligence;

3. Participating in a Continuity of Operations Plan (COOP)/Continuity of Government Plan (COG); and

4. Planning post-incident demobilization.

D. LOGISTICS FUNCTION

The logistics function is responsible for providing facilities, services and material in support of the incident. These are accomplished through the following activities:

1. Appointing a staging supervisor to account for equipment and brief incoming personnel regarding the incident;

2. Providing food, shelter, fuel, communications, and supplies to the incident;

3. Reviewing proposed tactics for upcoming operational periods for the ability to provide resources and logistical support;

4. Coordinating any medical support;

5. Coordinating transportation for the incident;

6. Coordinating specialized teams and equipment needs.

E. FINANCE & ADMINISTRATION FUNCTION

The finance and administration function are responsible for all financial, administrative and cost analysis aspects of the incident. At a minimum, the finance/administration function shall address the following, if necessary:

1. Reviewing operational plans and preparing appropriate reimbursement documents, if applicable;

2. Ensuring that all personnel time records are accurately completed;

3. Recording all expenses;

4. Documenting injuries and liability issues;

5. Procuring additional resources.

05.02.5 INITIAL RESPONSE

A. INITIATION OF COMMAND

1. The initial first responder (law enforcement, fire, or EMS) to arrive at the scene of a significant event shall typically establish incident command.

2. The Incident Commander shall remain in place until he or she transfers command or terminates command at the conclusion of the event.

B. TRANSFER OF COMMAND

1. Once incident command has been established, it may become appropriate during an operational period to transfer command to another police supervisor. The mere arrival of command level officers does not mean that command is automatically transferred. Command is transferred to improve the quality of the overall incident command based on the unique aspects of each significant event.

2. Command shall not be transferred to an officer who is not on the scene.

   a. The officer assuming command shall communicate with the person being relieved face to-face to be briefed on the situation.

   b. Once briefed, the officer assuming command shall communicate this status via radio to the City of Concord 911 Emergency Communications Center.

05.02.6 PROCEDURES

A. ESTABLISHING COMMAND

The first arriving officer, regardless of rank at the scene of a major incident shall establish "Incident Command" and shall designate themselves as "Incident Command" over the radio. That officer shall maintain this designation until "Command" is either transferred or terminated.

B. INITIAL REPORT

1. The coworker shall then transmit, over the police radio, a brief initial report of the conditions, including the following information:

   a. A description of the situation;

   b. Obvious incident conditions;

c. Confirmation of command establishment with the proper radio designation;

d. Location of command;

e. A report of any actions being taken by the on-scene unit(s).

2. The Incident Commander may fill Command and General Staff positions when necessary and delegate responsibilities so that the span of control is not over extended. Those positions may include:

a. Executive Staff;

b. Command Level Officers;

c. Police Attorney (Legal);

d. City of Concord Public Affairs Office;

e. Liaison Officer designated by the Chief of Police or designee;

f. General Staff:

i. Administrative Bureau;

ii. Operations Bureau;

g. Finance & City of Concord Administration.

C. COMMAND TRANSFER GUIDELINES

1. Command can be transferred to improve the quality of the response.

2. Transfers of command should occur on a face-to-face basis, with a subsequent announcement on all operational police channels to inform coworkers operating in the field.

3. A transfer briefing shall occur between the command officer and his/her relief. The information to be exchanged shall include:

a. Incident conditions;

b. Updates to the Incident Action Plan;

c. Safety considerations;

d. Assignments of responding units;

e. The need for additional resources.

4. Transfer of command shall be at the discretion of the ranking officer. Since the overall incident responsibilities rest with the ranking officer on the scene whether or not he/she assumes command, they may assume command to ensure clarity of orders.

a. Individuals relieved of command responsibilities may be used by the Incident Commander to support the overall incident action plan.

D. REPORTING REQUIREMENTS

1. Critical incidents that require the utilization of the Incident Command System, requires the completion and submission of all applicable forms within 30 calendar days at the conclusion of the incident. (IAP, ICS 214 etc).

2. For simple incidents of short duration, the Incident Action Plan shall be developed by the Incident Commander and communicated to subordinates in a verbal briefing.

   a. On smaller incidents which do not require a written action plan, the sequence of steps for a briefing by the Incident Commander to the General Staff includes:

      i. Incident Objective(s);

      ii. Strategy (one or more);

      iii. Tactics;

      iv. Assignments.

3. The ICS Form 201 provides the Incident Commander with a useful framework for preparing a briefing when no written action plan is prepared.

4. The decision to prepare a written incident action plan shall be made by the Incident Commander. A written Incident Action Plan documenting the planning decisions should be prepared whenever:

   a. Two or more jurisdictions are involved;

   b. The incident continues into another operational period;

   c. A number of organizational elements have been activated.

5. Essential elements in the Incident Action Plan are:

   a. Statement of Objectives: Statement of what is expected to be achieved. Objectives must be measurable. (ICS Form 202)

   b. Organization: Describes what elements of the ICS organization shall be in place for the next Operational Period. (ICS Form 203).

   c. Tactics and Assignments: Describes tactics and control operations, and what resources shall be assigned. Resource assignments are often decided by Division or Group. (ICS Form 204)

   d. Supporting Material: Examples include a map of incident, communications plan, medical plan, traffic plan, weather data, special precautions and safety message.

E. An after-action report shall be completed upon demobilization of the Incident Command structure by the Incident Commander or as otherwise directed by the Chief of Police. The after-action report shall be submitted to the Chief of Police for review. The after-action report shall be retained by the Professional Standards Division.

05.02.7 TRAINING

A. Affected department coworkers shall attend documented annual training on the department's All Hazard Plan; to include the Incident Command System.

B. Documented biennial training consisting of a tabletop or full-scale exercise to assess the department's capabilities with the All Hazards Plan and the Incident Command System shall occur.

05.02.8 ANNUAL REVIEW

A. The Operations Bureau Commander shall conduct and document an annual review of the Concord Emergency Operations Plan, the Continuity of Operations Plan, all emergency plans, annexes and departmental directives applicable to the department. Suggested updates or, even when no revisions are required, a memorandum shall be forwarded to the Chief of Police, which will then be reviewed and forwarded to the Division of Emergency Management. The annual review shall be retained in the department approved software.

JAMES S. HUGHES
CHIEF OF POLICE