



# General Order

Durham Police Department  
Durham, NC

Number:

4021 R-6

## Unusual Occurrences & Incident Command

Effective Date: 12/15/1995

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10/08/2012; R-5 11/26/2014; R-6 5/13/21

### INTRODUCTION

It is the policy of the Durham Police Department (DPD) to respond to unusual occurrences and hazards that threaten public safety and strain Department resources in an efficient, expedient manner, utilizing all available resources. The Department will utilize an Incident Command System (ICS) and work collaboratively with law enforcement partners to effectively respond to incidents that overwhelm or tax readily available department resources.

The City of Durham and Durham County have established an Emergency Operations Plan (EOP) that is maintained by the Durham County Fire Marshal and Emergency Management Office. The plan establishes an effective and coordinated response to the occurrence of an emergency or disaster. The EOP and its associated annexes will be utilized in conjunction with this policy.

### DEFINITIONS

*Durham City/Durham County Incident Management System:* a component of the EOP, this annex outlines a standardized incident management system for Durham City/Durham County emergency responders that can be applied to all hazards.

*Hazards:* situations or incidents that have potential to disrupt the community, cause damage and create casualties. These events are likely to demand resources and responses from various agencies and entities to manage the event.

*Forecasted Event:* an event that is, either scheduled or predicted to occur in a time frame that allows for response planning and coordination to take place prior to the start of the event.

*Unforeseen Event:* an unscheduled or unanticipated event that requires an immediate response and necessitates additional resources in order to manage the event.

*Emergency Operations Center (EOC):* a central location staffed by representatives from various departments and agencies to establish a unified command response in accordance with the EOP.

*Activation Levels:* guidelines that indicate when the EOC will be activated and/or de-escalated as established by the EOP.

*Command Post:* a physical location where command and control functions are performed.

*Staging Area:* temporary locations where personnel and equipment are stationed and available for assignment.

*Mass Notification Systems:* methods for immediate release of safety-related information to the general public. Includes, but may not be limited to, reverse 911, “AlertDurham”, twitter and Facebook.

## INITIAL EVALUATION AND ACTION

Whether a hazard is a forecasted or unforeseen event, timely evaluation of the circumstances and response options is essential to safeguarding the public. The following policy outlines actions to be taken in the context of managing an unforeseen event. Each of the actions outlined also apply to forecasted events, the main difference being that responses will be planned prior to the event occurring.

The evaluation process begins upon notification of the hazard. Hazards that will likely require an ICS response include:

- **SEVERE WEATHER EVENTS INCLUDING HURRICANES, WINTER STORMS AND FLOODING;**
- **MASS CASUALTIES;**
- **CIVIL DISORDER;**
- **TERRORIST ACTS;**
- **ACTIVE SHOOTERS;**
- **PUBLIC HEALTH THREATS.**

As soon as a hazard is identified and it becomes clear that additional resources beyond those currently and readily available are necessary, the ICS system should be activated. The primary agency accountable for the response will activate the system. For incidents where the DPD is not the primary agency responsible for managing the scene (e.g. major fires, vehicle collisions involving multiple injuries and/or hazardous material releases), the watch commander or the supervisor for the affected district will respond to the command post to coordinate support activities.

The first determination to be made when responding is to evaluate the need for immediate action. If officers arriving on scene need to take immediate action to confront an active threat to life (e.g. an active shooter), then all appropriate tactical responses will be taken to neutralize the threat. Supervisory personnel (preferably the watch commander) responding to the scene will establish a command post and take command of the incident. If immediate action is not required, then the first responding unit will establish a command post and turn command over to the watch commander or designated supervisory personnel. If the watch commander is not available to take command of the scene, the supervisor in charge will be responsible for completing all of the watch commander responsibilities found within this policy.

All responding units will operate off of the talk group channel designated by communications and report to the command post for assignment.

The Deputy Chief of Field Operations or their designee will be tasked with the planning function of the incident management. This will be done in conjunction with the incident commander and the scene/operations commander.

If a potential hazard is forecasted (e.g. weather events, protests, etc.) an operations plan must be completed and approved by the Deputy Chief of Field Operations prior to the event.

If the hazard is not forecasted, a description of actions already taken will be reviewed and an incident action plan will be developed and distributed as appropriate. The action plan may be modified depending on the

circumstances and duration of the event as needed. Information and intelligence regarding the incident will be gathered and disseminated to all appropriate personnel.

Once the incident action plan has been developed, post-incident demobilization planning will begin. The demobilization plan will be implemented at the discretion of the incident commander. Forecasted hazards will include a demobilization plan in the initial operations plan.

## NOTIFICATIONS

The watch commander will notify the affected district commander and Patrol Services Major of the incident, who will in turn, notify the Deputy Chief of Field Operations.

The watch commander will also request additional department resources (e.g. Selective Enforcement Team and/or Criminal Investigations) and outside agency resources if they are needed.

The Deputy Chief of Field Operations will notify the Chief of Police and the Public Affairs Unit. Any other member of the Executive Command Staff may be notified as determined by the Chief.

The Chief of Police or his /her designee will evaluate the circumstances of the incident and, when appropriate, initiate the activation of emergency response plans in accordance with the EOP.

## SCENE MANAGEMENT

The watch commander will maintain operational command of the scene as the incident commander until such time as they is relieved by a ranking officer. The watch commander may, depending on the circumstances, establish a unified command with other emergency responding agencies, at which time they will serve as the primary DPD representative. They will consider the need for and implement when appropriate the following operational actions:

- **ESTABLISH SECURITY MEASURES FOR THE COMMAND POST AND THE SCENE TO INCLUDE THE ESTABLISHMENT OF PERIMETERS NEEDED TO CONTAIN THE INCIDENT AND THE ESTABLISHMENT OF TRAFFIC CONTROL MEASURES.**
- **DETERMINE THE NEED FOR AND METHOD OF EVACUATIONS TO BE CONDUCTED. THIS SHOULD INCLUDE IDENTIFYING A LOCATION WHERE EVACUEES SHOULD BE DIRECTED TO. SHELTERING IN PLACE ALSO MAY BE CONSIDERED INSTEAD OF EVACUATION, DEPENDING ON THE SITUATION.**
- **DETERMINE WHAT INFORMATION NEEDS TO BE PROVIDED TO THE PUBLIC THAT WILL HELP MANAGE THE SYSTEM AND COMMUNICATE THAT NEED TO THE PIM.**
- **ASSESS THE POTENTIAL NEED FOR DETAINEE TRANSPORTATION, PROCESSING AND CONFINEMENT. IF EXISTING PRACTICES OUTLINED IN DEPARTMENT POLICIES AND PROCEDURES ARE NOT ADEQUATE FOR THIS INSTANCE, NOTIFY THE EXECUTIVE OFFICER TO THE CHIEF OF POLICE THAT ADDITIONAL RESOURCES WILL BE NEEDED TO MANAGE DETAINEES.**
- **COORDINATE ACTIVITIES RELATED TO ANY POST-INCIDENT INVESTIGATIONS THAT MAY OCCUR. FOR ANY INCIDENTS THAT REQUIRE INVESTIGATION, THE WATCH COMMANDER WILL MAINTAIN CONTACT WITH THE LEAD INVESTIGATOR AND COORDINATE DE-ESCALATION ACTIVITIES TO INCLUDE TURNING OVER COMMAND OF THE SCENE TO THE LEAD INVESTIGATOR.**

## INCIDENT COMMAND

Upon notification of the situation, the Chief of Police will determine whether or not the incident command should remain with the watch commander or if a command level response is needed. The Chief may elect to respond and act as the incident commander or may designate another to respond to take over command of the incident.

All appropriate aspects of the incident command system and unified command function will be activated in accordance with the EOP, to include the activation of the EOC.

Notification and emergency mobilization of adequate agency personnel and resources from other agencies to manage the incident in accordance with this policy will be made. The incident commander will be notified of the status of any prior requests made for additional personnel.

The need for a staging area to accommodate the requested resources will be evaluated and, if appropriate, established in accordance with the EOP.

The incident commander or designee will approve information to be released to the public.

Safety measures specific to the incident will be taken regarding all affected personnel. This may include obtaining specialized equipment or the dissemination of information.

## LOGISTICAL AND ADMINISTRATIVE SUPPORT

In order to adequately manage the incident, assignments should be made for an assessment of needs and making arraignments for logistical and administrative support functions.

The logistical matters that need to be assessed and, if appropriate, obtained and/or coordinated include:

- **ARE THE COMMUNICATIONS SYSTEMS CURRENTLY BEING USED ADEQUATE TO MANAGE THE INCIDENT?**
- **DO RESOURCES NEED TRANSPORTATION TO OR FROM THE SCENE AND/OR STAGING AREA?**
- **DO THE RESPONDERS REQUIRE ANY MEDICAL SUPPORT? WHILE IT IS LIKELY THAT EMERGENCY MEDICAL RESPONDERS WILL BE RESPONDING TO VICTIMS OF THE INCIDENT, SHOULD THERE BE MEDICAL SUPPORT OPTIONS AVAILABLE AT THE STAGING AREA?**
- **DO RESPONDERS HAVE ADEQUATE SUPPLIES TO MANAGE THE INCIDENT? THIS INCLUDES EVERYTHING FROM COMPUTER ACCESS AND OFFICE SUPPLIES TO MEALS FOR RESPONDERS.**
- **IS ANY EQUIPMENT (INCLUDING REPLACEMENTS) NEEDED FOR SPECIALIZED RESPONSE TEAMS?**

Once these questions have been asked, assessments should be conducted and recommendations for addressing each of the above needs will be made to the incident commander in a timely manner.

One point of contact should be established for the procurement of additional resources. The preferred method of payment for additional purchases is the use of a city procurement card. Regardless of the method of payment, receipts for all supplies and expenses related to the incident response will be maintained and turned into the Fiscal Services division for processing.

The Fiscal Services Division will be responsible for collecting and preparing all documentation necessary for reimbursement. When requests for state or federal reimbursements are being made, requirements deadlines provided by the reimbursing agency will be followed.

Prior to the de-escalation of the incident, all department responders will be informed on how to document their time assigned to the incident. All employees involved in the incident response should be documenting their time in a consistent manner, on the same form with the same references and submitted in a consistent manner.

Any injuries or liability issues encountered during the incident will be documented and reported to the incident commander through the chain of command.

## EMERGENCY MOBILIZATION

The decision to callback personnel to respond to an incident will be made by the incident commander. If the initial evaluation of the incident indicates a callback is necessary, the watch commander will include that information in their initial notification to the Executive Officer. Any member of the executive command staff has the authority to place on standby, holdover or callback department personnel. In the event that the watch commander is unable to make contact with the Executive Officer, and the need for additional personnel is critical, they have the authority to begin callback procedures.

If a forecasted event is expected, part of the planning process will include the notification through the chain of command of any personnel being placed on standby or affected by a pre-scheduled recall including schedule modifications.

Upon receipt of the callback order, officers will contact their immediate supervisor to confirm receipt of the callback. If additional department personnel are needed to manage an incident, the following emergency mobilization steps may be taken:

### HOLD OVER

On-duty personnel will not be released to leave after the conclusion of their regular shift.

### STANDBY

When placed on standby status, officers shall be available and in physical condition to be able to work in the event that they are called back. They will remain in proximity to the City of Durham that allows them to respond in a timely manner and will have access to the predetermined method of communication for a callback order.

If a forecasted event is expected, part of the planning process will include the notification through the chain of command of any personnel to be placed on standby status.

### CALLBACK

#### Specific Callback

Certain officers or units are ordered to report for duty at a specific time and place. Other conditions may be placed on the callback, such as the type of uniform to be worn, where and to whom to report, and what equipment to bring.

#### General Callback

A general callback occurs when all DPD officers, regardless of their current assignment, are ordered to report for duty, in uniform and ready to assume patrol or other duties as soon as is safely possible. In the event that off duty personnel are needed for immediate duty, they will be instructed to proceed immediately by the most rapid and safe manner to a specific staging area, to whom to report, and what equipment to bring.

For unforeseen events, the primary method of a general callback will be to notify the supervisors who will, in turn contact their direct reports. . Officers who are on vacation or compensatory leave, but who are still near the City may upon consultation with their supervisor, be either excused from responding or be called back in.

## PUBLIC INFORMATION AND MEDIA RELATIONS

The release of relevant information regarding hazards to the community is a vital component to managing an incident. Emergency notifications regarding imminent threats to public safety will be released via appropriate Mass Notification Systems without delay. The Durham Emergency Communications Center (DECC) coordinates the use of the reverse 911 system and will be notified if that system is needed. Watch commanders have access to Code Red for safety releases. The information provided in these releases will be limited to instructions regarding actions the public should take for their safety regarding the specific incident (e.g. avoid the area of..., or citizens at the affected location should shelter in place). Use of other mass notification systems will be coordinated through the Public Affairs Unit (PAU).

The Department PAU will confer with the incident commander to determine the extent of the incident. Recommendations for the release of information and public notification will be made to the incident commander. A media relations coordinator will be established to monitor and organize media activities (e.g. news conferences/briefings), handle media requests and informational releases.

## AFTER ACTION REPORT

The incident commander or their designee will complete an after-action report and submit it to the Chief of Police within five (5) business days, unless ordered to do so sooner. The after action report will focus on the Department's response to the incident and will include at a minimum, the following information:

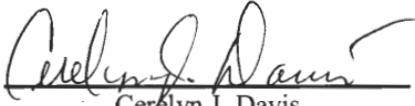
- **A BRIEF SUMMARY OF THE INCIDENT TO INCLUDE THE DEPARTMENT'S RESPONSE;**
- **THE DURATION OF THE INCIDENT;**
- **IDENTIFICATION OF PERSONNEL ASSUMING ICS FUNCTIONS;**
- **RESOURCES UTILIZED DURING THE INCIDENT;**
- **MEDIA AND PUBLIC INFORMATION RELEASES;**
- **RESPONSE DEFICIENCIES AND RECOMMENDATIONS TO CORRECT SUCH DEFICIENCIES (TO INCLUDE TRAINING NEEDS), IF ANY.**

## PREPAREDNESS ACTIONS

All Department members whose position may require them to take an active part in any critical incident response will receive annual documented training regarding the EOP and any other related training as determined by the training division. Biennially, the Department will conduct or participate in either a tabletop or full-scale exercise to assess DPD's capabilities with the EOP and ICS practices. Police Officers will also receive ICS training at an appropriate level for their rank and responsibility.

Annually, emergency response training needs, this general order, and other GOs regarding DPD's response to active threats will be reviewed and updated as needed. The Durham County Fire Marshal and Emergency Management are responsible for reviewing and updating the EOP. Any concerns or corrections that are needed to be made to the EOP will be forwarded to this agency for review.

On a quarterly basis, all equipment designated for the use during a critical incident response will be inspected for operational readiness by personnel responsible for maintaining the equipment. The inspections will be documented and maintained for a minimum of five years.



Cerelyn J. Davis  
*Chief of Police*