



The Briefing Board

Number 24-30
April 25, 2024

IMMEDIATE POLICY CHANGE GJ-16, INCIDENT COMMAND SYSTEM

Employees are **required** to read the Office Policy below to ensure they are familiar with the changes that have been made. All Employees are **required** to log into [TheHUB](#), to review and acknowledge an understanding of the Office Policy within **30 days**.

Employees are reminded that *The Briefing Board* has the same force and effect as Office Policy. Division commanders shall ensure that employees have access to a copy of this *Briefing Board* announcement. Policy changes should be discussed during shift briefings, as specified in [Office Policy GB-2, Command Responsibility](#).

GJ-16, INCIDENT COMMAND SYSTEM

Effective **April 26, 2024**, Office Policy GJ-16, *Incident Command System*, is revised as follows (Changes indicated in ~~strike through~~ and **UPPER-CASE BOLD UNDERLINED** text):

DEFINITIONS

Incident Action Plan (IAP): A ~~written~~ **DOCUMENTED** plan containing the objectives established by the Incident Commander or Unified Command addressing **OPERATIONAL** tactics and **PLANNING, NORMALLY FOR THE USE AND/OR AVAILABILITY OF CONSIDERABLE OVERALL** support/**RESOURCES REQUIRED** activities for the planned operational period, generally 12 to 24 hours. Also known as an Operations Plan. ~~Due to the sensitive nature of the information contained in the document, IAPs are considered For Official Use Only (FOUO) and may be shared only with persons involved in the incident. IAPs shall not be disseminated to members of the public except through a public records request with the Legal Liaison Section.~~

OPERATIONS PLAN (OP): A **DOCUMENTED PLAN CONTAINING THE OBJECTIVES ESTABLISHED BY THE INCIDENT COMMANDER OR UNIFIED COMMAND ADDRESSING OPERATIONAL TACTICS AND PLANNING, NORMALLY FOR THE USE AND/OR AVAILABILITY OF MINIMAL OVERALL SUPPORT ACTIVITY/RESOURCES FOR THE PLANNED OPERATIONAL PERIOD.**

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the IAP **OR THE OP**. Operational periods can be of various lengths but are typically 12 to 24 hours.

PROCEDURES


2. **ICS Organizational Structure:** A fully staffed ICS Organizational structure consists of the following:
 - C. General Staff: The organizational level having functional responsibility for primary segments of incident management, organized according to function, and reporting to the IC or Unified



Command. The ICS General Staff consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. Sections are as follows:

2. Planning Section: The Planning Section is responsible for the collection, evaluation, and dissemination of information related to the incident, and for the preparation and documentation of the Incident Action Plan (IAP) **OR THE OPERATIONS PLAN (OP).** **DUE TO THE SENSITIVE NATURE OF THE INFORMATION CONTAINED IN THESE DOCUMENTS, IAPS AND OPS ARE CONSIDERED FOR OFFICIAL USE ONLY AND MAY BE SHARED ONLY WITH PERSONS INVOLVED IN THE INCIDENT. IAPS AND OPS SHALL NOT BE DISSEMINATED TO MEMBERS OF THE PUBLIC EXCEPT THROUGH A PUBLIC RECORDS REQUEST WITH THE LEGAL LIAISON SECTION.**

PLEASE NOTE: Further throughout the Office Policy Procedures, “IAP” changed to indicate “IAP **OR OP**”.

	MARICOPA COUNTY SHERIFF'S OFFICE POLICY AND PROCEDURES	
	Subject INCIDENT COMMAND SYSTEM	Policy Number GJ-16 Effective Date 08-26-20
Related Information	Supersedes GJ-16 (10-21-94)	

PURPOSE

The purpose of this Office Policy is to establish guidelines and procedures when implementing the National Incident Management System (NIMS)/Incident Command System (ICS) to facilitate the coordination of resources during any type of incident including, but not limited to, planned and unplanned small-scale and large-scale emergency and non-emergency events.

POLICY

It is the policy of the Office to use the National Incident Management Systems Incident Command System as a guide for law enforcement response and management during emergency and non-emergency incidents, as specified in Homeland Security Presidential Directive 5 (HSPD-5), Presidential Policy Directive 8 (PPD-8), State of Arizona Executive Order 2007-23, and Maricopa County Emergency Management Policy A1305.

ICS was designed by identifying the primary activities or functions necessary to effectively respond to incidents. Analyses of incident reports and review of military organizations were all used in ICS development. These analyses identified the primary needs of incidents. As incidents became more complex, difficult, and expensive, the need for an organizational manager became more evident. Thus, in ICS, and especially in larger incidents, the IC manages the organization of the ICS structure and not the incident.

Although this Policy refers to “employees” throughout, this Policy also applies with equal force to all volunteers. Volunteers include, but are not limited to, reserve deputies and posse members.

DEFINITIONS

Access and Functional Needs Individual: An individual with circumstances requiring assistance, accommodation, or modification for mobility, communication, transportation, safety, health maintenance, etc., due to any temporary or permanent situation that limits an individual’s ability to act in an emergency.

Area Command: An organization that oversees the management of multiple incidents or oversees the management of a very large or evolving situation with multiple ICS organizations.

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Emergency Operations Center (EOC): The physical location where the coordination of information and resources to support incident management and on-scene operations activities normally take place. An EOC may be a temporary facility or located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.

Emergency Operations Room (EOR): An operations or coordination center dedicated to a single, specific department or agency. The focus of an EOR is on internal agency incident management and response. EORs are often linked to and/or physically represented in a combined agency EOC by an authorized agent(s) for the department or agency.

Incident Action Plan (IAP): A written plan containing the objectives established by the Incident Commander or Unified Command addressing tactics and support activities for the planned operational period, generally 12 to 24 hours. Also known as an Operations Plan. **Due to the sensitive nature of the information contained in the document, IAPs are considered For Official Use Only (FOUO) and may be shared only with persons involved in the incident. IAPs shall not be disseminated to members of the public except through a public records request with the Legal Liaison Section.**

Incident Command: The ICS organizational element responsible for overall management of the incident and consisting of the Incident Commander or Unified Command and any additional Command Staff activated.

Incident Command System (ICS): A standardized approach to the command, control, and coordination of on-scene incident management, providing a common hierarchy within which personnel from multiple organizations can be effective.

Incident Command System (ICS) Advisor: An individual who may be designated and assigned directly to the Command Staff to provide advice and recommendations to the Incident Commander in the context of incidents involving legal matters, Office policy, and/or numerous other subjects. This position is considered a Technical Specialist.

Incident Command System (ICS) Chief: The ICS Title for individuals responsible for the management of functional sections: Operations, Planning, Logistics, and Finance/Administration.

Incident Command System (ICS) Command Staff: A group of incident personnel that the Incident Commander or Unified Command assigns to support the command function at an ICP. Command staff often include a PIO, a Safety Officer, a Liaison Officer, and an Intelligence Officer (TLO), who have assistants, as necessary. Additional positions may be needed, depending on the incident.

Incident Command System (ICS) Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or to perform a specific task. ICS Deputies generally can be assigned to the Incident Commander, EOC director, General Staff, and branch directors.

Incident Command System (ICS) General Staff: A group of incident personnel organized according to function and reporting to the Incident Commander or Unified Command. The ICS General Staff consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, Finance/Administration Section Chief.

Incident Command System (ICS) Officer: The ICS title for a member of the Command Staff authorized to make decisions and act related to their area of responsibility.

Incident Command System (ICS) Resource Type: A NIMS resource classification that refers to capability of a specific kind of resource to which a metric is applied to designate it as a specific numbered class.

Incident Command System (ICS) Supervisor: The Incident Command System title for an individual responsible for a Division or Group.

Incident Management Team (IMT): A rostered group of ICS-qualified personnel consisting of an Incident Commander, Command and General Staff, and personnel assigned to other key ICS positions.

Interoperability: The ability of systems, personnel, and equipment to provide and receive functionality, data, information, and/or services to and from other systems, personnel, and equipment, between both public and private agencies, departments, and other organizations, in a manner enabling them to operate effectively together.

Joint Information Center (JIC): A facility in which personnel coordinate incident-related public information activities. The JIC serves as the central point of contact for all news media. Public information officials from all participating agencies co-locate at, or virtually coordinate through, the JIC.

Logistics: The process and procedure for providing resources and other services to support incident management.

Mobile for Public Safety (MPS): A mobile CAD application that provides deputies or DSAs access to include, but not limited to, CAD information, update event details, and access to ACJIS queries, which improves productivity.

Multiagency Coordination Group (MAC Group): A group, typically consisting of agency administrators or executives from organizations, or their designees, that provides policy guidance to incident personnel, supports resource prioritization and allocation, and enables decision making among elected and appointed officials and senior executives in other organizations, as well as those directly responsible for incident management. Also known as the Policy Group.

National Incident Management System (NIMS): A systematic, proactive approach to guide all levels of government, nongovernmental organizations, and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. NIMS provides stakeholders across the whole community with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS provides a consistent foundation for dealing with all incidents, ranging from daily occurrences to incidents requiring a coordinated Federal response. NIMS is mandated by Homeland Security Presidential Directive 5 (HSPD-5) and Presidential Policy Directive 8 (PPD-8), which provides a consistent nationwide approach for Federal, State, local, and tribal governments for interoperability and compatibility.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the IAP. Operational periods can be of various lengths but are typically 12 to 24 hours.

Resources: Personnel, equipment, teams, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Situation Report (SitRep): Confirmed or verified information regarding the specific details relating to an incident.

Staging Area: A temporary location for available resources in which personnel, supplies, and equipment await operational assignment.

Technical Specialist: An individual who has specialized knowledge and expertise, as dictated by an incident. Technical Specialists may function within the Planning Section or be assigned wherever their services are required. Some examples include: Legal Counsel and a Medical Advisor.

Threat Liaison Officer (TLO): Intelligence personnel for on-scene and off-scene response, identified through the Arizona Counter-Terrorism Information Center (ACTIC).

Unified Area Command: A version of command established when incidents under an area command are multijurisdictional.

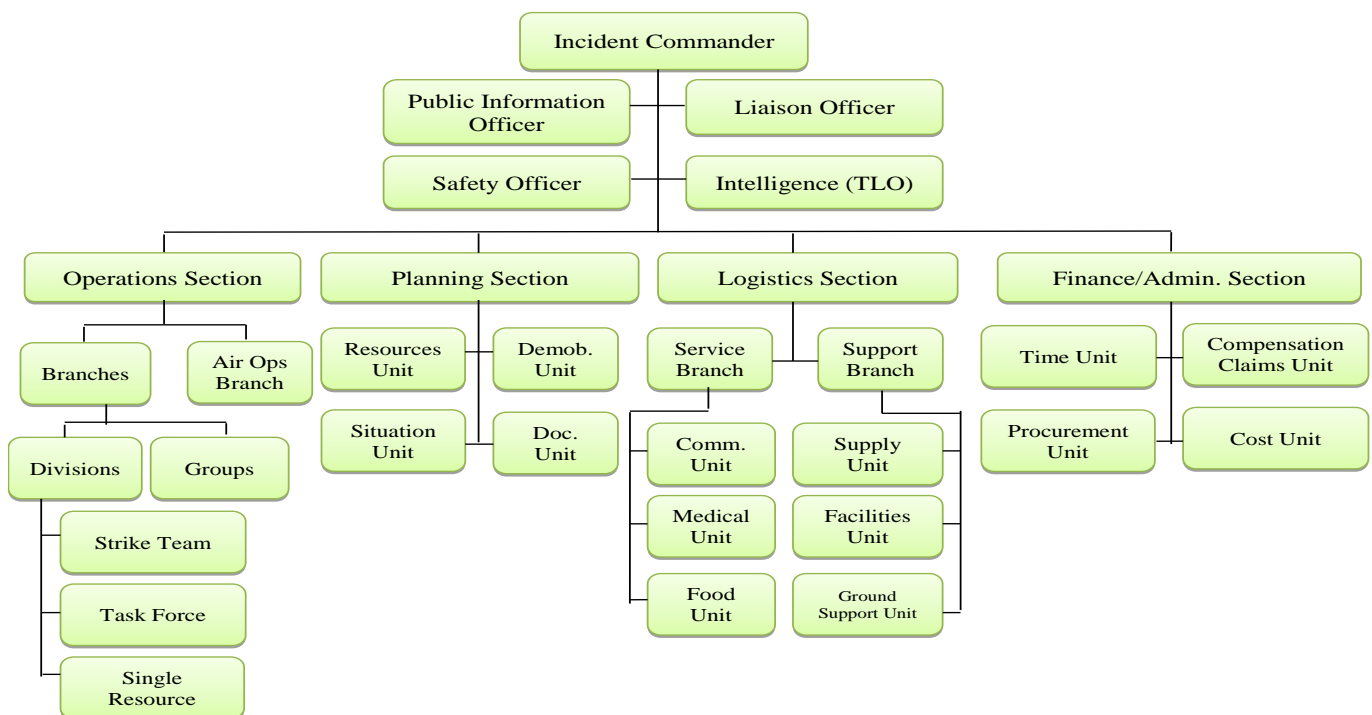
Unified Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions.

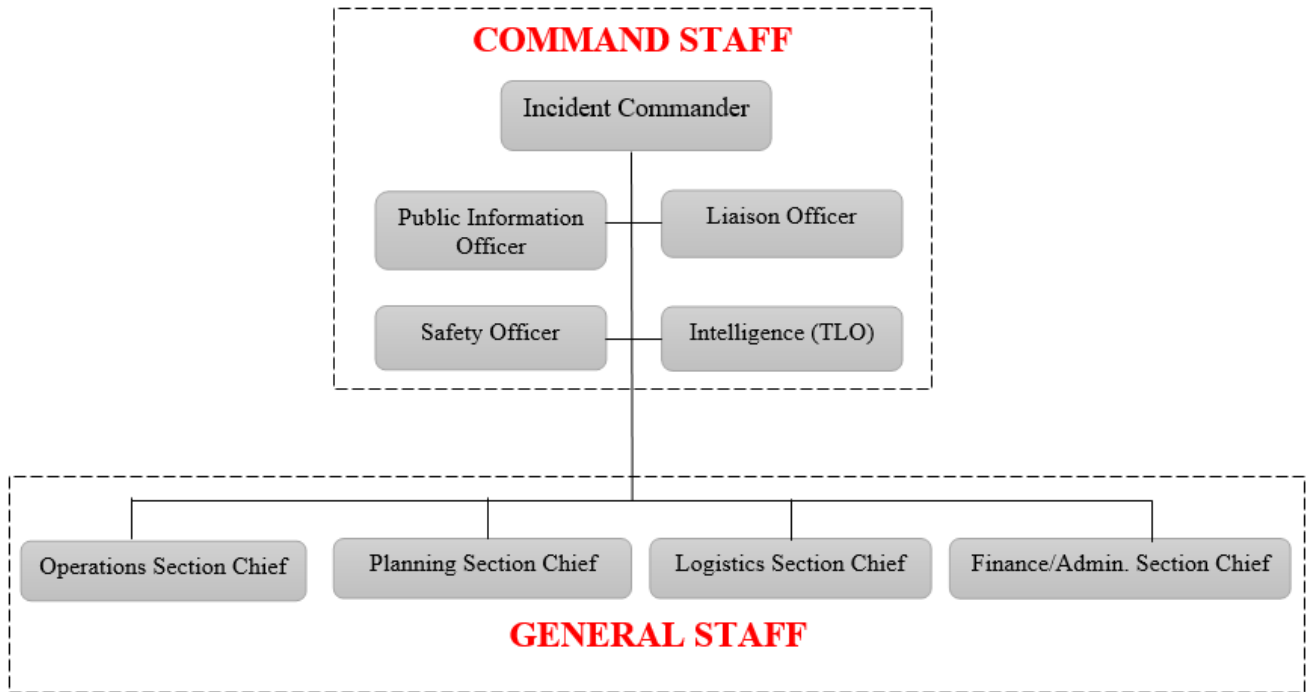
PROCEDURES

1. **Incident Command System:** The Incident Command System (ICS) is a standardized approach to the command, control, and coordination of on-scene incident management, providing a common hierarchy within which personnel from multiple organizations can be effective. It shall be the responsibility of all employees to become familiar with the sections of this Office Policy which apply to their respective duties.
 - A. ICS is the combination of procedures, personnel, facilities, equipment, and communications operating within a common organizational structure, designed to aid in the management of on-scene resources during incidents.
 - B. ICS is applicable to small, as well as large and complex incidents, including planned events.
2. **ICS Organizational Structure:** A fully staffed ICS Organizational structure consists of the following:
 - A. **Incident Commander (IC):** The IC may not be the highest-ranking person on scene, but is the most knowledgeable about the incident, search, or event and is responsible for all incident activities, including the development of strategies and tactics, and the ordering and release of resources.
 1. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.
 2. The IC is in charge of the incident until they are properly relieved, in person.
 3. Higher ranking employees shall confer with the IC.
 - B. **Command Staff:** The Command Staff consists of, but is not limited to, the following:
 1. **Liaison Officer:** A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies. The Liaison Officer may have assistants.
 2. **Public Information Officer:** A member of the Command Staff responsible for interfacing with the public and media, or with other agencies with incident-related information requirements.
 3. **Safety Officer:** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring the safety of personnel. The Safety Officer may have assistants.
 4. **Intelligence Officer:** A member of the Command Staff responsible for ensuring all investigative and intelligence operations, functions, and activities within the incident response are properly managed, coordinated, and directed. This position will be filled by a Threat Liaison Officer (TLO).
 - C. **General Staff:** The organizational level having functional responsibility for primary segments of incident management, organized according to function, and reporting to the IC or Unified Command. The ICS General Staff consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. Sections are as follows:
 1. **Operations Section:** The section is responsible for all tactical operations at the incident. The Operations Section includes:

- a. Branch: The organizational level having functional, geographical, or jurisdictional responsibility for major parts of the incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are usually identified by function, or by jurisdictional name.
 - b. Division: The organizational level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch.
 - (1) Strike Team (ST): A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader. In the law enforcement community, Strike Teams are sometimes referred to as Resource Teams.
 - (2) Task Force (TF): Any combination of resources of different kinds and/or types assembled to support a specific mission or operational need.
 - c. Group: Groups are established to divide the incident into functional areas of operation. Groups are located between Branches, when activated, and Resources in the Operations Section.
 - (1) Air Operations: The organizational element having functional responsibility for any aircraft directly involved in incident management, including but not limited to, helicopters, Unmanned Aerial Vehicles (UAVs), and/or fixed-wing aircraft. This shall be an individual who is trained with the aircraft being used.
 - (2) Unit: The organizational element with functional responsibility for a specific activity within the Planning, Logistics, and Finance/Admin Section in ICS.
 - d. Single Resource: An individual, a piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor, that can be used on an incident.
2. Planning Section: The Planning Section is responsible for the collection, evaluation, and dissemination of information related to the incident, and for the preparation and documentation of the Incident Action Plan (IAP).
- a. The Planning Section maintains information on the current and forecasted situation, and on the status of resources assigned to the incident.
 - b. This section includes the Situation, Resources, Documentation, and Demobilization Units, as well as Technical Specialists.
3. Logistics Section: The Logistics Section is responsible for providing facilities, services, and material support for the incident. The Logistics Section includes:
- a. The Service Branch consisting of the Communications Unit, Medical Unit, and Food Unit; and

- b. The Support Branch consisting of the Supply Unit, Facilities Unit, and Ground Support Unit.
- 4. Finance and Administration Section: The Finance and Administration section are responsible for all incident costs and financial considerations. The Finance and Administration Section includes the Time Unit, Procurement Unit, Compensation and Claims Unit, and Cost Unit.
- D. The ICS organizational structure must be flexible to accommodate any incident and must be able to expand and contract in a rapid and logical manner as dictated by the needs of the incident.
 - A. In small-scale incidents, the IC may manage all of the components of the ICS.
 - B. Large-scale incidents usually require each component, or section, to be set up separately.
 - C. ICS organizational structure applies during an emergency, preparing for a major event, or managing a response to a major disaster.





3. **ICS Procedures:** When activating ICS, employees will take the necessary steps to work cohesively with other public safety agencies at the scene of an incident. The following procedures should be considered when ICS is activated.
 - A. All ICS incidents shall have a minimum of an IC.
 - B. Position Titles:
 1. At each level within the ICS organization, individuals with primary responsibility positions have distinct titles. Titles provide a common standard for all users. For example, if one agency uses the title Branch Chief, another Branch Manager, etc., this lack of consistency can cause confusion at the incident.
 2. The use of distinct titles for ICS positions allows for filling ICS positions with the most qualified individuals rather than by seniority or rank. Standardized position titles are useful when requesting qualified personnel. For example, in deploying personnel, it is important to know if the positions needed are Unit Leaders, clerks, etc.
 3. Standard ICS Titles:

ICS Supervisory Position Titles		
Organizational Level	Supervisor Title	Support Position Title
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Section)	Chief	Deputy
Branch	Director	Deputy
Division / Group	Supervisor	N/A
Unit	Leader	Manager
Strike Team / Task Force	Leader	Single Resource Boss

- C. Transfer of Incident Command:
 - 1. Transfer of IC shall only occur after a face-to-face meeting. The relief IC shall meet face-to-face with the current IC to be briefed on the status of the incident.
 - 2. When the IC is transferred to any other person for any reason, an announcement by radio to the Communications Division, is necessary.
 - 3. The relief person shall assume “Incident Commander” as their call sign.

- D. Unified Command: Unified Command shall be used when there is more than one agency or organization responding to an incident, when an incident crosses jurisdictional boundaries, or when a mutual-aid agreement exists between responding agencies or organizations, when personnel or staffing allows.
 - 1. Unified Command is addressed through mutual aid. Mutual aid is an agreement between agencies or organizations stating they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.
 - 2. The Unified Command organization consists of the ICs from the various agencies or organizations operating together to form a single command structure.
 - 3. All agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident participate in the Unified Command structure and contribute to the following process and responsibilities:
 - a. Determining overall incident strategies and objectives; and
 - b. Ensuring joint planning for tactical operations is accomplished in accordance with approved incident objectives.
 - 4. Any incident involving a Unified Command, or more than one agency or organization responding to an incident, will use plain language for radio communications.
 - a. Plain language is communication the intended audience can understand and meets the communicator’s purpose.
 - b. For the purpose of NIMS/ICS, plain language refers to a communication style that avoids or limits the use of codes, abbreviations, and jargon, as appropriate, during incidents involving more than a single agency.

- E. For a PLANNED incident or event:
 - 1. ICS structure shall be pre-planned; and
 - 2. An Incident Action Plan (IAP) shall be written using Maricopa County Sheriff’s Office (MCSO) FEMA ICS forms by the Planning Section.

- F. For an UNPLANNED incident or event:
 - 1. Activate ICS: Initial emphasis shall be on response, establishing control, organization, communication, and tactical operations.

- a. The deputy or employee who intends on initiating ICS must notify the Communications Division of the intent to activate ICS to allow time to assemble additional dispatchers and frequencies, as necessary.
 - b. When practical, the deputy or employee shall announce implementation of ICS and assume the role of IC until relieved, as needed, or as the situation dictates.
 - c. Incident Commander Assignment: Communications Division shall be notified with a radio call advising: “(Call Sign), I will be the Incident Commander.”
 - d. If the IC is identified by an Office call sign, and the incident and IC call sign identification is prolonged, the IC shall log off of the Mobile for Public Safety (MPS) and log on with the call sign: Incident Commander.
 - e. Upon implementation of ICS, the Communications Division will make a general broadcast to all units to inform them that ICS is being implemented and which call sign is “Incident Commander.”
 - f. ICS does not preclude first arriving units from taking appropriate actions to stabilize the situation or threat.
2. On-scene deputies or employees shall advise responding units of the incident status.
 3. On-scene deputies or employees shall take whatever action is necessary to prevent further loss of life and prevent the situation from deteriorating further.
 4. If necessary, request additional resources to assist with ICS.
 5. Check-in: The process through which resources first report to an incident.
 - a. Upon their arrival, additional deputies or employees should check-in with the IC, Operations Section Chief, or their designee.
 - b. All responders, regardless of agency affiliation, check-in to receive an assignment in accordance with the IC or Unified Command’s established procedures.
 6. Incident Command will set up a command post.
 7. Dependent on the size of the incident, determine the need for a forward command post or use of the MCSO Emergency Operations Room (EOR), and the writing of an IAP.
 8. The IC will assess the situation and assign any further ICS command structure, as needed.
4. **The Planning “P”:** Sound, timely planning provides the foundation for effective domestic incident management. The NIMS planning process described below represents a template for strategic, operational, and tactical planning which includes all steps an IC and other members of the Incident Command and General Staff should take to develop and disseminate an IAP.
 - A. The planning process may begin with the scheduling of a planned event, the identification of a credible threat, or with the initial response to an actual or impending event.

- B. The process continues with the implementation of the formalized steps and staffing required to develop a written IAP.

- C. A clear, concise IAP template is essential to guide the initial incident management decision process and the continuing collective planning activities of incident management teams. The planning process should provide the following:
 - 1. Current information that accurately describes the incident situation and resource status;
 - 2. Predictions of the probable course of events;
 - 3. Alternative strategies to attain critical incident objectives; and
 - 4. An accurate, realistic, IAP for the next operational period.

- D. Five primary phases must be followed, in sequence, to ensure a comprehensive IAP. These phases are designed to enable the accomplishment of incident objectives within a specified time. The IAP must provide clear strategic direction and include a comprehensive listing of the tactical objectives, resources, reserves, and support required to accomplish each incident objective.
 - 1. The five primary phases in the planning process are:
 - a. Understand the Situation: The first phase includes gathering, recording, analyzing, and displaying situation and resource information in a manner which will ensure:
 - (1) A clear picture of the magnitude, complexity, and potential impact of the incident; and
 - (2) The ability to determine the resources required to develop and implement an effective IAP.
 - b. Establish Incident Objectives and Strategy: The second phase includes formulating and prioritizing incident objectives and identifying an appropriate strategy.
 - (1) The incident objectives and strategy must conform to the legal obligations and management objectives of all affected agencies.
 - (2) Reasonable alternative strategies which will accomplish overall incident objectives are identified, analyzed, and evaluated to determine the most appropriate strategy for the situation at hand.
 - c. Develop the Plan: The third phase involves determining the tactical direction and the specific resources, reserves, and support requirements for implementing the selected strategy for one operational period.
 - (1) This phase is normally the responsibility of the IC, who bases decisions on resources allocated to enable a sustained response.
 - (2) After determining the availability of resources, the IC develops a plan that makes the best use of these resources.
 - (3) Prior to the formal planning meetings, each member of the command staff and each functional section chief is responsible for gathering certain

information to support these decisions. During the Planning Meeting, the section chiefs develop the plan collectively.

- d. Prepare and Disseminate the Plan: The fourth phase involves preparing the plan in a format which is appropriate for the level of complexity of the incident.
 - (1) For the initial response, the format is a well-prepared outline for an oral briefing.
 - (2) For most incidents which will span multiple operational periods, the plan will be developed in writing according to ICS procedures.

- e. Evaluate and Revise the Plan: The planning process includes the requirement to evaluate planned events and check the accuracy of information to be used in planning for subsequent operational periods.
 - (1) The General Staff should regularly compare planned progress with actual progress. This is completed in briefings and is part of the updated plan and goals.
 - (2) When deviations occur or when new information emerges, that information should be included in the first step of the process used for modifying the current plan or developing the plan for the subsequent operational periods.

